

October

THE

1918

# NATION'S BUSINESS



ALL FOOD  
OFFENSIVES  
CARRIED

By Archer Wall Douglas



# Everlastin' Team Work

**T**HAT fine spirit which the American people are showing in their determination to win the war opens the way for this pronouncement of policy covering the needs of the government as against the needs of individuals.

As manufacturers of a product which alike meets the needs of a nation at war and the needs of individual Americans engaged in essential industry, the General Motors Truck Company owes this expression of appreciation to those whose orders have been delayed. And the spirit with which these prospective customers have bowed to the greater needs of the war is hereby gratefully acknowledged.

Either directly or through priority orders, those loyal Americans whose manufactured products may be utilized for war purposes are giving the government first call, and we, being in that class from the standpoint of production, are in turn, dependent on those who produce the raw materials that go into our own finished product.

So two conditions stand in the way of deliveries—factory production is curtailed by scarcity of material, and output for industrial needs is limited by government demand.

Could we run the factory at capacity both demands might be filled with reasonable promptness.

Until this situation improves, however, we ask the indulgence of all GMC customers—those who already own GMC Trucks and those who seek to buy.

"The everlastin' team work of every bloomin' soul," as Kipling puts it, will solve the problem—will bring about the day when war will be no more; when peaceful industry may resume the development which war has so ruthlessly interrupted.

**GENERAL MOTORS TRUCK COMPANY**

*One of the units of the General Motors Corporation*

**Pontiac, Michigan**

*Branches and Distributors in Principal Cities*

(415)

# **GMC TRUCKS**





## NEW MARKETS

MACK Trucks are demonstrating their great utility and economy in city-to-city hauling. They are opening new, profitable markets outside the range of railways.

With the entire freight service practically conscripted, for the Nation's use, MACK Trucks are helping to fill the deficiency.

The rugged construction of MACK Trucks guarantees sustained, capable performance. They have stamina and endurance for long hauls—overwhelming power to carry capacity loads. They require few repairs and little outlay.

9000 MACK Trucks are in varied use to-day.

From 1 to 7½ tons capacity—trailers to 15 tons. Special bodies are made for individual needs. Write to Dept. N. B. for catalog and complete information.

INTERNATIONAL MOTOR COMPANY  
NEW YORK

# "PERFORMANCE COUNTS"



# The Logic of Multiplied Power



Not one candle alone —



—nor forty separate candles—



—but forty candle power concentrated produces effective light.

**Concentrate a forty man organization on your production problems**

— and secure truly efficient results

Modern electric light illuminates an entire room effectively; or, properly controlled, it throws any desired intensity upon a limited area. Just so does an organized engineering service direct an all-revealing analysis of uniform penetration into every corner of any business. Or it focuses with unvarying intensity upon various departments, one after another.

Such a service is offered by L. V. Estes, Incorporated—an organization into which are blended the skill and experience of over forty trained industrial engineers.

## Why One-Man Opinions Produce Inefficiency

Individual efficiency men are specialists in but one or perhaps two branches. One may be good on system but weak on shop work. Another may have a complete grasp on shop work, but be unable to command the neces-

sary respect from the workmen. A third individual may have strength to handle men, but lack diplomacy. Any one of them working alone produces an efficiency system with one or more inefficiencies in it.

## Estes Efficiency Is Organized — Not Individual Effort

Estes Service has no high lights or dark spots—no one-man opinions, no one-man stars, no one-man results. Each of the more than forty members of the Estes field staff is a senior engineer. Each is under constant supervision while on a problem—a supervision that keeps installation work going without friction or loss of momentum. Decisions are reached in conference. Action is the result of agreement among the best brains of the organization.

Learn more of this service. Executives may have a free copy of "Higher Efficiency." Mail your request today, stating which of these departments interests you most:

Factory Efficiency—Industrial Accounting—Office Efficiency

**LV-ESTES INCORPORATED**

RAISE WAGES WHILE CUTTING COSTS  
Industrial Engineers, 1626 McCormick Bldg., Chicago



# ESTES SERVICE



# TO THE PRESIDENTS Of America's Largest Concerns:

What happened when one concern met war-time conditions by reducing the price of its standard product from \$100 to \$49

By Burton Wynne

THE new Oliver Plan has been the most discussed sales policy of recent years. It is revolutionary—but only so, as applied to typewriters. Its principles are founded upon long-practiced and successful ways of distribution.

It is called the most liberal offer—yet to skeptics it sounds "too good to be true."

It heralds a day of universal typing.

\*\*\*\*\*

For years \$100 was too much for a typewriter, even as fine as The Oliver No. 9. The facts and figures were condemning.

Times had changed. But the typewriter business hadn't.

And momentous war-time policies were on the horizon. It was the Oliver policy to look ahead, and anticipate events as far as possible.

Long before the current question of man-power was seriously discussed, The Oliver executives began to prepare.

Unnecessary branch houses with their numerous male employees were closed.

Hundreds of salesmen and agents were released for other duties.

And at the great factory at Woodstock, when I visited it many months ago, women were being trained with painstaking care to handle the lighter manufacturing processes.

By this foresight The Oliver Typewriter Company has already put itself on a war-time basis, without the slightest interruption in its service to the public and without the slightest compromise in design or workmanship.

The sales policy changed completely. The Oliver Plan of dealing more directly with the buyer saved thousands of dollars in salaries, traveling expenses, rents and other items too numerous to mention.

*This is a time when business men should exchange ideas. It is a time, if ever, for closer co-operation. So here is an account of the unusual plans of The Oliver Typewriter Company—how it met man-power problems early, how it adopted radical ideas, how it won a larger market.*

They had all added to the cost of The Oliver and had contributed to the former price of \$100.

\*\*\*\*\*

And there were other extravagances in typewriter competition. They demanded their toll. In all, custom made it cost \$51 to sell an Oliver.

Another shackling influence, as sinister as high cost, was the public conception that typewriters belonged solely to business. The channels of distribution had become static.

Yet millions of people are logical users. Thousands of teachers, for instance, thousands of farmers, even thousands of school boys and girls.

But instead of going after this new business, routine had brought on an era of concentrated effort. Needless replacements were more common than new users.

The new Oliver plan has overcome these grave handicaps, taking a risk that few concerns would care to assume. And it has won!

Sales have increased amazingly. "Self-selling" appeals as much to the user of 100 Olivers as to the individual user.

The \$100 Oliver now sells for \$49—the identical machine, brand new. And note the easy way to buy, as shown below. Who can resist? Who can conceive a fairer way?

What concern, what individual can wilfully insist on year-year's costly ways of selling?

Were you to read the thousands of letters I have

just gone through, you'd realize what this plan means, not only to the giant concern using many Olivers, but to the far-away user who has hitherto toiled at longhand.

I note particularly a letter which ends "Best wishes for your plan from a little country merchant and chicken rancher."

It is signed by C. K. Fossum, of Harstine, Washington.

He also says: "This is my first experience in operating a typewriter. The only instruction I have had is the little book you sent with the machine."

I quote this one letter from the pile because it typifies the revolution now taking place in the typewriter world.

It shows better than abstract statements just why Oliver has won a new and broader field.

It breathes the spirit of friendship which every concern covets, the thing of which success is made.

\*\*\*\*\*

The *how* and *why* of the Oliver Plan—too long to tell here—may be found in a booklet, "The High Cost of Typewriters—The Reason and the Remedy," sent free, if you mail the coupon.

And below is The Oliver, The Plan, and The Coupon. Note the simplicity. The coupon is primarily for individuals who wish to take advantage of the free trial and installment plan, rather than for big concerns. To the latter we suggest writing for details as to our allowances for used machines or present equipment.

Thousands will now cut out the coupon and send it. How about YOU?

Canadian Price \$62.65

**The Oliver Typewriter Company**

257 Oliver Typewriter Bldg., Chicago, Ill.

This Is The Oliver

This Is The Offer

This Is The Way

**Was \$100—Now \$49**

The Oliver is now sold direct. The needless expense of many thousands of salesmen and agents has been eliminated. Costly branch houses in many cities have been closed. All roundabout ways are abandoned. The buyer is his own salesman.

Thus we save for you the amount it used to cost to sell an Oliver.

The coupon at the right brings you an Oliver for free trial. Use it as if it were your own. Keep it or return it.

Send no money. If you keep it, pay \$3 per month until the \$49 is paid. If you return it, we even refund the transportation charges.

That is all there is to our simple plan. The Oliver must sell itself. You must decide. No one need influence you.

*Note:* With the rising cost of materials and labor we may be compelled to increase the price of The Oliver somewhat. We hope not. But we advise ordering at once from this advertisement, so as to be sure of obtaining it for \$49.



## Some of the Leading Users Are

U. S. Steel Corporation, Pennsylvania R. R., National City Bank of N. Y., Diamond Match Co., Hart, Schaffner & Marx, Columbia Graphophone Co., Baldwin Locomotive Works, Montgomery Ward & Co., and others of equal rank.

**Over 600,000 Olivers Sold**

Note that the coupon brings EITHER the free trial Oliver or further information. Check whichever you please. By being your own salesman you save \$51.

## THE OLIVER TYPEWRITER CO.

257 Oliver Typewriter Building, Chicago

☐ Ship me a new Oliver Nine for five days' free inspection. If I keep it, I will pay \$49 at the rate of \$3 per month. The title to remain in you until fully paid for.

My shipping point is \_\_\_\_\_  
This does not place me under any obligation to buy. If I choose to return the Oliver, I will ship it back at your expense at the end of five days.

☐ Do not send a machine until I order it. Mail me your book—"The High Cost of Typewriters—The Reason and the Remedy," your de luxe catalog and further information.

Name \_\_\_\_\_

Street Address \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_





*Clark Equipment is found only on good motor trucks*

Clark Internal Gear Axles  
are helping motor trucks  
solve the transportation  
problem.



Clark Electric Steel Disc  
Wheels are substantial  
and sturdy.

**CLARK EQUIPMENT COMPANY**  
**BUCHANAN — MICHIGAN**

# Industry Must Conquer the "Throw-Back"

A Foreword by the Editor



**S**EVEN ages has man, sang Shakespeare. A nation, say scientists, has three.

**FIRST AGE**—The birth of nations. The nation fights incessantly, and blindly worships a god. It fights to gain national security; it worships that it may fight better. Such nations were Egypt and Babylonia, or, to get a little nearer home, England, France and Spain before 1500. They never got beyond fighting, a dogmatic religion, and a certain crude massive art. They were the world's original Prussians.

**SECOND AGE**—The youth of nations. The people break through autocratic restrictions imposed by military ambition and win both political and personal freedom. These new liberties they embody in codes of law. Political union, national strength, spontaneity of life are thus guaranteed to them. Greece and Rome paused on the threshold of this age. Neither really entered it. Greece, allowing individual liberties to her people, failed to build up a strong political administration. Rome fell because she sacrificed freedom and spontaneity of life to an administrative, legally binding mechanism.

**THIRD AGE**—The adult manhood of nations. Rights of private initiative in industrial enterprise are now established. Wealth is amassed,—but note this: Scientists point out that the chief characteristic of this age is that, while amassing wealth, it discovers uses for this wealth for the greater spiritual possibilities of the people. This is why sociologists have given this age the name Economic-Ethical. It might well be called the age of Enlightened Industry.

**N**OT altogether because Germany violated international law by sinking the

Lusitania, nor yet because she seized Alsace and Lorraine from a weaker nation, are we at war. These are but results. There is a deeper cosmic reason:

Prussia, never firmly entrenched in this third age of nations, has reverted to type. She is what is known in scientific slang as a "throw-back." Her leaders, believing the beliefs of the first age, strive to build by force and savage hate. Falling back over the ethical principles of the third, and the legal principles of the second, she, like Jack London's dog, has heard the call of the wild. The union of economic achievement with ethical principles the Hun would destroy.

**T**HIS, then, is what we are fighting for—to prevent a "throw-back" nation from prevailing. If Germany goes backward we go with her. Enlightened Industry—this great ideal the world had begun to make a practical reality for the masses of mankind—Prussia must not interfere!

To industrial leaders, then, the struggle strikes closer home. An industry inspired by ethical impulses must be preserved. The age attacked is their age. They will defend their own to the very limit of industry's accumulated resources. And lo! there comes an added blessing. According to the measure of their loyal zeal will be revealed to them the Hun in his true relation to a world conceived as an orderly and harmonious system. At desk and bench and mine and mart and counting-house Hunnish characteristics as they appear, flouting law and order, without conscience, insensible to recognized business morality, will a righteous wrath destroy. To industry will it be given to crush the "throw-backs" at home, and thus will America win greatly and completely overseas.



This photograph shows an auto-tank sprayer applying "Tarvia-B."

# Tarvia

Preserves Roads—Prevents Dust



West Michigan Pike near Whitehall, Mich., before it was treated with "Tarvia-B."

The same road made smooth, dustless, and traffic-proof with "Tarvia-B."

## How Good Roads Pay!

A few years ago the West Michigan Pike (illustrated above) was an arid stretch of sandy road in dry weather with here and there a boggy spot which became a quagmire in wet weather.

Over this pike the farm wagons labored slowly carrying extra-light loads to market. A good-sized load couldn't possibly be hauled.

Today the Whitehall Section of the pike has a smooth, firm, easy-traction Tarvia surface that is free from dust and mud.

Over it moves more traffic in a week than formerly passed over it in a month. From miles out along the pike come customers who rarely were seen in town before the Tarvia road shortened the trip.

The ineffectual grading and filling and draining and wholesale overhauling which the old road required so often is now all done away with.

The Tarvia road is automobile-proof, frost-proof, and water-proof.

As a community investment, the new road pays high dividends—dividends in maintenance savings, in increased property values and in greatly increased business—for the farmers can now haul their produce to their markets quickly and easily.

Today the nation needs good roads as never before. The public highways offer the only means of helping out the railroads and adding to our transportation facilities. The improvement of our highways is essential to win the war quickly.

Illustrated booklets free upon request

### Special Service Department

This company has a corps of trained engineers and chemists who have given years of study to modern road problems. The advice of these men may be had for the asking by any one interested. If you will write to the nearest office regarding road problems and conditions in your vicinity, the matter will be given prompt attention.

## The Barrett Company

New York Chicago Philadelphia Boston St. Louis Cleveland  
Cincinnati Pittsburgh Detroit Kansas City Minneapolis Nashville  
Birmingham Salt Lake City Seattle Peoria Atlanta  
Duluth Milwaukee Bangor Washington Johnston  
Lebanon Youngstown Toledo Columbus Richmond  
Lafayette Bethlehem Ellsworth Buffalo Baltimore

THE BARRETT COMPANY, Limited: Montreal Toronto  
Winnipeg Vancouver St. John, N. B. Halifax, N. S. Sydney, N. S.





# THE NATION'S BUSINESS

A Magazine for Commerce Business Men

VOLUME 6, NUMBER 10

WASHINGTON, OCTOBER, 1918

## The Case of the Federal Trade Commission

Originally designed for impartial investigation, the Commission is charged with bias and abuse

**T**HE Federal Trade Commission came into existence under excellent auspices. Taking office in the spring of 1915 the first commissioners had the benefit of much antecedent discussion. The purposes for which the Commission was created were well stated by President Wilson when he addressed Congress on the proposal to create it. The key-note of his address was in the following words:

"The business men of the country desire something more than that the menace of legal process in these matters be made explicit and intelligible. They desire the advice, the definite guidance and information which can be supplied by an administrative body, an interstate trade commission. The opinion of the country would instantly approve of such a Commission."

In newspapers, magazines, and legal journals the purposes and functions of the Commission were described until the Commission, the objects of its creation and its general place in the governmental organization were known and accepted in all parts of the country.

The commission early began a study of such subjects as unfair methods in competition, adverse conditions affecting our exporters in foreign markets, and the underlying causes of depression in the manufacture of lumber. It established a procedure which contemplated action on its part only after impartial hearings for all parties in interest. It received testimony upon questions of policy as well as regarding issues of fact. The manner of its independent inquiries through its own agents was indicative of a desire to develop the truth of situations. In other words, it gave promise of becoming a constructive body, expert in analysis and in information, able to suggest sound national policies for preventing abuses and for encouraging proper development in the great field of American business enterprise outside the restricted jurisdictions which had been confided to such bodies as the Interstate Commerce Commission and the Federal Reserve Board.

The expectations that were thus supported are now being disappointed. During the past year or eighteen months the Commission's attitude and procedure have changed, and its altered position has become well developed. The terms of office of the commissioners are fixed by the law creating the Commission to continue for seven years and to expire in

rotation, in order that there may be constantly in office a majority with experience and knowledge. In this manner continuity of purpose and method in the Commission's work were sought. In the discussion of the bill it was stated in Congress that this continuity of experienced service was one of the essentials and there can be no doubt that such was the desire of the Administration and the public.

Instead of being a body with permanency in its personnel the Commission in fact has in its membership, after but three years, none of the first appointees. With every change in personnel there has been a substitution of the subjects which interest and occupy the Commission. That various exigencies might arise which would justify resignation and retirement of course, must be expected, but no less than two commissioners and a prominent member

**Nine men, without political, industrial or personal bias, present here a careful statement of fact concerning the activities of the Federal Trade Commission. As a committee of the National Chamber they have been in constant touch with the work of the Commission since its organization:**

Rush C. Butler, Lawyer, Cassoday, Butler, Lamb & Foster, Chicago.  
Wm. C. Coffin, Steel Manufacturer, Vice Pres., Blaw-Knox Co., Pittsburgh.  
Alfred E. Koch, Merchant, LaSalle and Koch Co., Toledo.  
Wm. J. Dean, Hardware Merchant, Nichols, Dean & Gregg, St. Paul.  
W. L. Saunders, Manufacturer of Machinery, Pres. Ingersoll-Rand Co., New York.  
Henry R. Seager, Emergency Fleet Corporation, formerly of Columbia University.  
Alexander W. Smith, Lawyer, Atlanta.  
Silas P. Adams, Merchant, Portland, Maine.  
I. C. White, State Geologist of West Virginia, Morgantown, W. Va.

of its staff have been simultaneously candidates for political preferment. Conditions such as these inevitably lead to impressions that the Commission is no longer a responsible body approaching its duties with a serious purpose to promote the public interest alone, but that it seeks aggrandizement for itself and its members and that it lacks the impartiality essential to any public agency which is to speak with authority and to promote the common cause of the nation, rather than to create discord, confusion, and disorganization.

It becomes our duty, therefore, to call your attention to some of the activities of the Commission in which its present attitude is made manifest. *If for no other reason, this committee would necessarily be impartial because in the membership of the Chamber there are represented both producers and consumers, and most of the important industries.* In direct interests many of these members are adverse, but they all join in subscribing to the purposes of the Chamber, which include promotion of sound economic conditions in every branch of American industry and commerce and elimination of all business practices and situations that are incompatible with the public interest. For like reasons, the committee concerns itself with questions of the policy of the Commission and its procedure, and not with the merits of particular cases. Finally, in its desire to avoid ex parte statement, the committee has endeavored to refer only to matters which are of record, either in the Commission's own publications or in the sworn testimony of its members and its staff before committees of Congress.

*The Commission has undertaken the exercise of functions beyond its own jurisdiction to the detriment of its proper usefulness.*

The Commission's interest in the situation regarding newsprint paper was undoubtedly proper, but in seeking to have producers and consumers agree to establish it as an "Arbiter" of their differences, the Commission went beyond the law of its creation, and possessing no power to enforce its findings was placed in the awkward position of having its award ignored. It even went so far eventually as to propose that it undertake the distribution of all newsprint paper. That Congress did not intend the Commission to assume such duties was apparent from the action of the Senate, on January 15, 1918, in voting down a bill containing this proposal. The Commission admitted that some of its efforts were without express authority of law.

Before the Fuel Administration was established, the Commission undertook to influence distribution of anthracite coal, with the acquiescence of the operators. Even if the Commission's belief that there were beneficial results is accepted, it remains true that this was not a proper function for the Commission to exercise and that it did not have facilities essential for the task. It is common knowledge that distribution was so imperfect that



proper supplies were not accumulated for the winter, and widespread hardship ensued.

The Commission later perceived a similar function for itself in controlling the distribution of bituminous coal. It undertook to advise Congress that all bituminous coal should be sold through a common agency at one price for each quality and that the operators should receive individually their cost with an added profit. The Commission itself was to be the agency. This recommendation is made in a report which showed scant data regarding bituminous coal. Legislation under which the Fuel Administration was created authorized the President to utilize the Commission as a distribution agency, but this authority was not exercised and by proclamation of July 3, 1918, most of the remaining activities of the Commission with regard to coal were transferred from the Commission to the Fuel Administration.

In August, 1917, the Commission gave advice to the President which resulted in the prices fixed by him on August 21. The Commission's prices were constructed upon a new computation of costs, which excluded among other things interest and depletion. The Commission stigmatized reserves as coal held out of use and allowed no interest for investment in reserves. Part of the data before the Commission was an anonymous estimate of costs in important fields.

The correctness of the Commission's method of computing costs is not here in question. The objections on the score of public interest are that the method was new; that it was applied at a critical moment when customary and honest bases of cost should not have been questioned; that it was arbitrary in that it had not been subjected to scrutiny at such hearings of the persons affected and the public as any responsible public body should accord; and that it placed below the cost of production the prices of at least 40,000,000 tons of bituminous coal in the annual supply. In other words, the Commission was not prepared to undertake the highly important role it essayed, and dealt recklessly alike with national interests and personal rights.

The Commission's attitude toward trade associations furnishes another illustration of its desire to acquire new activities before adequately developing its statutory duties. There is a real and proper task for the Commission in examining trade associations and pointing out ways in which they can be improved in the public interest as well as for the advantage of the industries. This constructive task the Commission is apparently neglecting, and at the same time it seeks to usurp the functions of trade associations, in effect making itself a trade association for all industries.

#### Incorrect Statements Made

IN support of this desire incorrect statements have been made. For example, on April 1, 1918, the House Committee on Appropriations was told that the fees for membership in the associations that collect statistics for production of newsprint and book-paper were so high as to be prohibitive of membership for smaller manufacturers. The fact is that the fees for membership in the newsprint association are \$25 a year and four cents a ton of paper produced (i. e., four cents on a value of \$50 or more) and for the book-paper association, no longer in existence, were six cents a ton.

*The Commission has begun the study of important situations, but because of vacillating interest or for other reasons, not apparent, has left its work incomplete.*

The lumber industry has been studied for upwards of ten years by the Commission and its predecessor, the Bureau of Corporations. No final conclusions and recommendations about fundamental economic conditions have been published, although repeatedly promised to Congressional committees. Upwards of \$400,000 have been spent upon these studies and the printing of partial reports.

Since 1913 the Commission and its predecessor have been engaged upon a "comprehensive inquiry" into the economic advantage and disadvantage of federal legislation which might be enacted to permit maintenance of resale

**STANDARDS** of business practice, consonant with the best ideals of American enterprise, were to have been established by the Federal Trade Commission. It not only failed in this purpose but on the contrary in its dealings with American business, set an example of wayward and irresponsible conduct.

No one denies that the task the Commission faced was a difficult and a delicate one. There were no precedents; policies were not in existence. The task called for serious and sustained effort, guided by a sense of peculiar responsibility. That this difficulty was fully appreciated by the committee in its criticism is apparent; the report is calm, entirely lacking in heat and the tone is sympathetic rather than castigatory.

The Nation's Business has no desire to muck-rake or engage in bitter and futile controversy. It aspires to be constructive always, it knows that it is impersonal. It presents the report in full that the reader may judge from the facts whether the conclusion reached by the committee is sound.—The Editor.

prices. This subject has been continuously before the public. Bills have been before committees of Congress. Nevertheless, the Commission has failed to complete its study and present analysis of the fundamental economic questions that are involved in making any legislative decision. Last autumn the Commission held hearings of a general nature and has instituted formal complaints against business houses which have endeavored to maintain resale prices. These complaints, however, can scarcely lead to more than an application of the law as it now stands in the light of decisions of the courts and can scarcely result in such conclusions of economic principle as obviously are needed.

#### A Waste of Public Money

TWO years ago the House of Representatives directed a basic economic study into the bituminous coal industry. In April, 1918, the chief economist of the Commission testified that "the fundamental problem has never been touched yet."

These are a few of the important undertakings upon which the Commission has entered but which it has not consistently pursued. The public interest suffers in consequence, not only because authoritative determinations are lacking regarding important matters but because there is a waste of public money, since material which is gathered, but laid aside, has to be re-examined when attention is again turned to the subject.

*The Commission's procedure, originally orderly and appropriate, has been changed without public notice or notice to Congress.*

Unfair methods of competition afford a very important field for the Commission's activity. The Commission's province is to consider practices and when it decides they are unfair to order their termination. Most practices are brought into question before the Commission by a business house which alleges unfairness on the part of a competitor. This circumstance indicates a need for perspicacity in the Commission, that its action may not result in unfair advantage for a complainant and irreparable detriment to an innocent defendant.

Apparently recognizing these possibilities, the Commission through its annual reports and testimony before Congressional committees has given the public and Congress to understand that before it issues a formal complaint it notifies the party complained of regarding the nature of the charges and affords him an opportunity to state his side of the matter, or to desist, if he acknowledges impropriety. Members of the Commission have testified to the benefits of this procedure, referring to instances in which unfair acts had been committed by subordinates without knowledge of their higher officials, who promptly made all reparation asked and took precautions for the future. The Commission has also testified to its success in having a whole industry, such as, for instance, the fertilizer industry, revise its methods.

The procedure has now been so changed that the Commission itself has become an instrumentality for unfairness. There seem to be indisputable instances in which a defendant has had his first intimation through service of a formal complaint that any of his business methods were in question. The allegations of unfairness on his part, founded upon an ex parte presentation by a competitor or disgruntled customer whom he will not be able to face before the Commission (since the Commission becomes the formal complainant), supplemented by the Commission's investigations to an extent that are unknown to him, are given to the newspapers by the Commission with a release date placed as much as five days in advance, in order that widest possible publicity may be obtained for the allegations.

In these statements to the newspapers the Commission has disclosed concrete information as to the particulars of the alleged offense whereas it has placed in the formal complaint served upon the defendant only general statements which did not advise the defendant of the charges he had to meet. As a consequence, defendants have had to consult the newspapers to identify the circumstances alleged to constitute the unfair method of competition in question. Accordingly, when the defendant comes before the Commission for a hearing, he feels that his case has been prejudged.

Such procedure is a form of harassment, is vexatious, and indicates a lack of the spirit of helpful cooperation which it was believed the Commission would in abundant degree possess. Furthermore, it inevitably has its influence upon members of the Commission's staff, leading them to consider persons against whom complaint is made as guilty until they are proved innocent. From the Commission's present course there results an impression that the Commission is proceeding in contradiction of the theory that ours is a government of laws and not of men.

*The Commission has abused its powers of publicity.*

The Commission has power to make public from time to time such portions of the information it obtains in the exercise of its statutory functions as it deems expedient in the public interest. The value of the exercise of this power lies in the authoritative nature of the information which is placed before the public.

The Commission has exceeded its power in that it has sought publicity for matters which cannot reasonably be designated as information. Its practices in obtaining pub-



licity concerning its filing of formal complaints have already been described. The injustice of its course in this connection becomes apparent when it is observed that the Commission has filed in all some 180 formal complaints, whereas it has disposed of only about thirty. Some of these thirty complaints have been dismissed. Although the Commission gives to the press a statement that a certain complaint has been dismissed, the Commission must know that news regarding such action on its part never overtakes or corrects the publicity it causes to appear at the time the complaint is filed. Moreover, numerous complaints have been pending for many months without decision. Under such circumstances the Commission's efforts for publicity cause injustice.

#### Encouraged Injustice

AT the same time, there is carelessness which causes unnecessary injury and confusion. When the Commission gave to the press its statement about the first order it issued regarding resale prices, which was entered by "consent" on the part of the defendant, it said a manufacturer could not indicate prices to a retailer. This apparently prohibited the use of price lists and the printing of prices on packages. It was accordingly important. Nevertheless the Commission, although letting it be informally understood in answer to individual inquiries that it did not prohibit price lists or prices on packages, gave no official explanation. It waited two months before presenting the true situation, through the medium of another decision. Another example of the carelessness of the Commission may be cited. In the early part of this year it announced that for gasoline the margin between refiners' costs and wholesalers' prices had ranged from \$5 to \$15 a barrel. The Commission subsequently issued a correction placing the margin at 50c. to \$1.50, but no correction could repair the damage that had been done through widespread publication of the first announcement.

The Commission has used publicity to influence directly the course of legislation. For example, on August 1, 1917, when legislation was pending and a majority of the Commission desired to have Congress give it power to fix prices on coal and act as pooling agent, it gave to the press a letter in which a coal operator strongly urged this course.

Although the question of government operation of the meat-packing industry was in April committed to a special commission, on which the Federal Trade Commission had representation, and in May the special commission decided against government operation unless it was subsequently found impossible to enforce the regulations of the Food Administration, the Commission on June 28 informed the Senate and the press that the meat packers "are soon to come under further governmental regulation approved by executive order."

Prominent features of the Commission's recent food investigation were subversive of common justice.

On February 7, 1917, the President informed the Commission that it was "of the highest public concern to ascertain the truth or falsity" of allegations that "the course of trade in important food products is not free but is restricted and controlled by artificial means," and directed the Commission to investigate. Hiring a special counsel at a rate of \$30,000 a year and expenses, although it had stated to a committee of Congress that the salary

would be at the rate of \$5,000, it proceeded, not in the spirit of the President's letter, but with the apparent purpose of creating in advance a public impression that the allegations were true. It selected documents already in its possession and had them presented to it at public sessions by its special counsel, refusing to permit concerns that were mentioned in the documents to offer any testimony or produce other documents. It held public sessions at Boston, Philadelphia, Saint Paul, and other cities, examined witnesses of its own choosing and prevented cross-examination by the concerns at which it was made clear the proceedings were directed. At each city the special counsel or other members of the staff let it be known that the government contemplated taking over and operating the industry. This strange spectacle ended at Chicago in February, 1918, when application was made on behalf of the Commission for a search warrant under a section of the Espionage Act and the Circuit Court of Appeals quashed the warrant. The result of the Commission's course was, not to give information to the public, but place the Commission in the position of seeking to create prejudice which would support an apparently preconceived purpose to inaugurate government operation of the business. In other words before completing the investigation which the President directed, the Commission appeared in the guise of attempting to force adoption of a legislative policy in a matter as to which it had not reported the facts. Another result was to prevent such a determination as the President requested and which he declared was of the highest public concern.

#### No Right to Allege Crime

THE seriousness of the consequences of the Commission's course is apparent from the circumstances that the Commission's representative took oath that crimes had been committed. If there was crime on the part of any person the public welfare demands its immediate prosecution by the properly constituted authorities. It equally demands that the Commission, which has no criminal jurisdiction, should sedulously refrain from alleging the perpetration of felonies which have not been proved in accordance with established legal procedure.

Although the Commission stated in February, 1917, that its report of this investigation would be completed and published within eight months, and the services of its special counsel terminated on March 31, 1918, so much as a summary of a report regarding meat-packing, which the Commission said would be the first food industry it would investigate, was not published until August 8 of this year. This summary of forty-seven pages the Commission states is to be followed by seven reports in support of its conclusions and recommendations. In other words, the Commission follows a method of publicity which causes its allegations to obtain wide circulation without opportunity for the public to know the grounds on which these allegations are made. Regarding the facts of the industry in question,

this committee, of course, is without information. It is in no sense in a position to express an opinion as to the merits of the Commission's charges.

*In presenting information to Congress and the public the Commission has been heedless of the accuracy and frankness which its position and the circumstances require.*

Instances have already been cited. On June 28, 1918, however, the Commission again showed its lack of responsibility by giving such form and content to a report made to the Senate regarding "profiteering" as to make general charges of a calumnious nature against business enterprise without supporting its charges with adequate facts. The Commission couched its statements in sensational terms unwarranted by the facts set out. For example, it spoke of "bare-faced fraud," "monopolistic control," "manipulation of the markets by illegal devices," and "preying with shameful avarice upon consumers." It quoted memoranda from one official of a leather company to another which show figures of considerable size but which indicate nothing as to the reasonableness of profits. Some of its statements defy interpretation such as a declaration that flour mills in the year ended June 30, 1917, made an average of 52 cents on each barrel and nearly 38 per cent on their investment, "profits that are indefensible, considering that an average of the profit of one mill for six months of the year shows as high as two dollars a barrel." It even resorts to hearsay, in reciting it is understood that producers of aeroplane spruce in the Northwest have taken advantage of allied governments.

Intrinsic faults in this report are even more serious. The Commission criticised the principles of fixed prices which every other agency of the government has approved as a means of at once regulating the market and obtaining the increased production the nation requires.

It stigmatized the efficiency of low-cost concerns. It palliated the earnings of one corporation because it "possesses a natural monopoly of a certain high-grade ore," thus necessarily implying that good fortune is ethical whereas low costs attained through struggle for efficiency in operation are immoral. The Commission, to an extent it did not disclose, made its computations upon new bases. According to its computation, which raises controverted questions such as the proper measure of value for stumpage and may even deny a distinction between capital and income recently made by the Supreme Court, it finds the profits of producers of southern pine "unusually and unnecessarily large." Yet the price-fixing committee of the government, having before it the Commission's own figures of cost, has recently increased the price for southern pine to the government by approximately 15 per cent. As might be expected in view of these fundamental defects, the report contains no standards for an intelligent discrimination between the profits which are essential to the integrity of business enterprises and those which are extortionate.

Faults which go to the soundness of the profiteering report can be multiplied. Enough have been suggested to illustrate the lack of responsibility the Commission felt in speaking about a subject which affects the morale of the nation in time of war. That there are individuals in the community who for private gain will seek advantage from war conditions arises from the frailty of

(Concluded on page 36)

**T**HERE are five commissioners on the board of the Federal Trade Commission. There are at present two vacancies caused by resignation. Since the Commission deals almost exclusively in economic and business principles, the committee recommends that the men to be appointed by President Wilson to fill these vacancies be men whose training, temperament, experience and reputation for sound judgment on economic and commercial questions qualify them for the position. It is only through such appointments that confidence in the Commission can be restored.



# Combinations in Restraint of Waste

Economic folly entrenched by former hysterical competition is banned by war's needs never to return, say those under the new inspiration

By DONALD WILHELM

**T**HE true way in which to estimate war and the cost of victory or defeat is in terms of work-days lost, or gained—days lost from fields and factories, from all the constructive or productive work of life, lost in training armies and navies and supplying them and in waging war.

This measurement is easily illustrated in the case of America. We no doubt have more man-power and materials than any other belligerent, but, on the other hand, we must expend, relatively, more work days to transport to the battle front men and materials because we not only have to provide transportation for them but we must provide the means of transportation. This simply means that if we are to do our best we must go every other belligerent nation one better in the matter of economy in production. Stated in terms of national efficiency this proposition means that if we are to do our best we must save to the utmost in work days and their products.

The President was cognizant of this when he assigned to the War Industries Board "The studious conservation of resources and facilities by means of scientific commercial and industrial economies." Mr. Baruch, the chairman of that Board, whose delegated authority is equal to that of Mr. Hoover, Mr. Garfield or Mr. Hurley, no doubt also realized the necessity of making 'hockey,' or better, when he assigned this plan of the problem of conservation to the Conservation Division of the War Munitions Board of which A. W. Shaw, is chairman.

Mr. Shaw and the heads of the various

sections under him, working in close cooperation with the War Service Committees of the National Chamber of Commerce, which are the delegated representatives of the various industries, and with other quasi-public agencies, have been attacking the comprehensive problem of simplifying the products, and many of the very activities, of the nation, in thorough-going fashion. The program of the Conservation Division is, in fact, in terms of the future, one from which business men will undoubtedly learn much.

## Only Nine Tire Treads Left!

**T**o illustrate its activities: A few months ago there were 287 different kinds of automobile tires being manufactured in America. The war Industries Board was advised that the conservation of rubber, like the conservation of work-days used in manufacturing it, is necessary, and it was made clear that the greatest possible economy could be achieved by a substantial reduction of the types and sizes of pneumatic tires. At the request of the Board the War Service Committee of the Rubber Industry submitted a program for the standardization of pneumatic tires, which was endorsed by the Automobile Chamber of Commerce, the Tire and Rim Association, and the Tire and Rim Division of the Standards Committee of the Society of Automobile Engineers. The result of this cooperative, typically American program, is that instead of 287 different kinds of automobile tires being manufactured by many makers, there are now only thirty-three and beginning

November first, 1920, there will be nine—no more!

Another interesting and illustrative case of a vast reduction in kind—and in manufacturing troubles—occurred in the case of buggies. Henceforth—as soon as dealers' and jobbers' stocks are exhausted—the person who is about to buy a buggy will have the dilemma of making a choice greatly simplified because there will be precisely one model!

In the same manner farm wagons, even, are uniting in the service of the nation. Not only are all of them to ride, henceforth, on a uniform track, carrying a uniform width of box, but they are standardized in many other respects. What this reduction means in a large manufacturing plant is imaginable when it is pointed out that one manufacturer has reduced the patterns heretofore made by him from 300 to three.

In this instance the consequent saving in materials, in man-power, in sales and in distributing organization, is almost past actual measurement. The man-power difficulty—in these days when month by month approximately 200,000 men are going to France—is

tremendously simplified. The need of specially skilled men is diminished. Materials are saved. Transportation space is saved. Sales and distributing problems are simplified. Not only in the wagon industry itself are all these savings reflected, but in all or nearly all other industries and in the general condition of the nation and in our progress in war, because it is clear that industries are inter-dependent; the saving in steel, and large quantities of it are used in making wagons, indicates that.

In this general elimination program approximately 2,000 surplus types of plows and tillage implements have been discontinued. For example, out of 303 types of plows only 65 will be manufactured after December 31; of more than 300 types of corn planters and drills only 10 will be manufactured, and 107 types of Farrow's have been reduced to 44.

In this case a large amount of steel and iron was released automatically for war purposes, on one hand, while on the other hand production of the remaining types is materially increased. The reduction also means a general tightening-up of supply and demand and general adjustment of the one to the other and a very great reduction in the sizes of implements carried and, consequently, in the capital in-





vested in the stocks of manufacturers and merchants. Each of the types meant a manufacturing and sales problem of itself. Each meant additional capital and work.

In the coming year, when the housewife goes to purchase a crib or bed she will have only thirty styles to pick from instead of a possible 600. "No one can estimate exactly," said Dr. Copeland, secretary of the Conservation Division, "what that saving means in the factories in the making of parts, and in assembling." And in steel alone the saving amounts to thirty per cent.

These achievements, which are being worked out successfully, with the emphatic approval of nearly all manufacturers concerned, are simply illustrative of many. Oil stoves will no longer be nickel-plated—because the Government needs the nickel. Refrigerators will have no steel lining, because steel is the "most essential of all essential materials." Sample swatches of cloth, such as traveling salesmen carry, have been reduced in size and in a year the saving, it is estimated, has amounted to about 3,000,000 yards of cloth. The cutting down in size of these swatches,

the much more extensive use of photographs and lithographs in place of actual samples resulted in an enormous saving in baggage car space. There are only about 9,700 baggage cars in America, and the need of them is so great that in some instances troop baggage has had to be shipped in freight cars with the result that troop transport was, to some extent delayed, because freight cars are not planned to be operated faster than thirty miles an hour.

#### Coat Belts Clothe An Army

LAST year very much of the available baggage car space was used by salesmen. It is estimated that 24,000,000 sample trunks were checked in the course of the year, about thirty per cent of the total baggage carried by the railroads. During the present year many baggage cars have been converted into dining cars for troops, consequently it was imperative that salesmen's trunks be restricted. The economies now in force have reduced the baggage space required. One firm has reported that its salesmen each carried twenty-two trunks last year and now are able to get along with twelve. Another firm took out of circulation 1800 trunks and reduced to standard size many of those remaining.

Efforts are now being made to bring about savings of war essentials in the motion picture industry. In the manufacture of films, nitrate of soda, sulphuric acid, camphor, acetone, wood alcohol and linters, all of which are used in the making of high explosives, are being economized by limitations upon the custom of making literally miles of unnecessary film, some scenes being photographed simultaneously by more than one photographer. Films that are obsolete are to be scrapped and used again. The motorcycle industry likewise is cooperating in putting wartime restrictions upon itself. It is, like the refrigerator industry, making special effort to economize in the use of iron and steel, as well as copper and brass tubing, tin plate and rubber.

The refrigerator makers have been asked

not to manufacture any new styles or patterns during the war, to discontinue many existing patterns and styles, and to manufacture only two grades, in order to conserve materials, especially iron, steel, tin, solder and porcelain.

Grade 1 consists of high-grade refrigerators with sheet metal, porcelain, opal glass, stone, monolithic, or other substances, not more than two of which are to be used. Grade 2 consists of cheaper refrigerators lined with sheet metal, either plain or enameled. Steel and iron are restricted to ice racks, flues, and drain pipes, porcelain lining and shelves, wire for shelves, nails, screws and trimmings; pure tin for tinning shelves gives way to an alloy containing not more than 60 per cent of pure tin, and solder, for galvanized parts, is not to contain more than 45 per cent tin, or, for zinc parts, not more than 50 per cent.

Similar savings have been effected in knit goods, hosiery and underwear and in the methods of packing them. And in clothes slight alterations, as in the case of men's clothes, foot up in a year, to sufficient savings to clothe over one million troops.

Styles, in a word, have been simplified. Hats and colors, weights and trimmings are all on the way toward becoming less varied—in defense of America.

#### Cuts Economically Sound

IN each instance what the conservation means in terms of capital engaged, and in other economies, notably of materials, manufacturers can calculate on their cost sheets, but since industries, like individuals, in our modern American civilization are interdependent, the only measurement that really tests the total savings achieved by the Conservation Division of the War Industries Board is the total number of work-days saved. The total, without question would be enormous. Perhaps any of us would do well to be able to estimate it in millionth part, if it could be reduced at all to figures.

And what is of even greater interest is the effect of this national program on the future of American industry and business and commerce.

A striking thing about the situation is that manufacturers, generally, are heartily in favor of simplification of their problems by the elimination of a needless profusion of sizes, styles and varieties. Their natural impulse is toward

quantity production, with its inherent economies, many of them say, and away from speculative ventures into novel or restricted fields after special business. "From the consumer's standpoint, too," Dr. Copeland adds, "there has been no gain, as a rule, in having dozens of styles to choose from instead of fewer and in having new styles, of agricultural implements; for instance, brought out, in order to give some manufacturer a temporary advantage."

#### No European Precedent

PAINT offers a good illustration. We have reduced the number of colors of house paint to thirty-two. Formerly manufacturers put out from forty, say, up to as many as 108. In the course of competition a manufacturer would put a new shade into his line in order to get a temporary advantage. His competitor would have to follow suit. In many instances the new shade was found to be unpopular or only a small and lingering market remained for it and the capital and effort that had been invested in it, from the point of view of consumer as well as manufacturer, was lost.

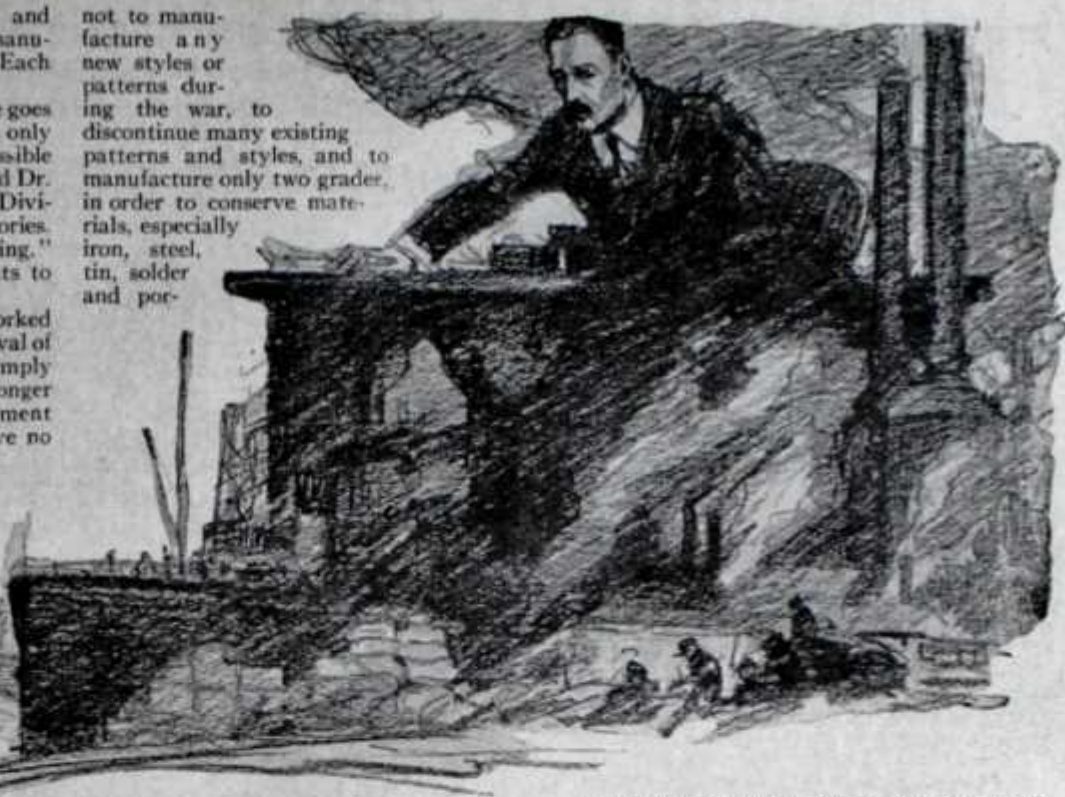
War is an acid test. From a bath of real war few economic follies can survive unquestioned. Combinations in restraint of other people's trade is illegal; but other combinations are left open to industry, such, for example, as combinations in restraint of waste.

Chairman Shaw, the head of the Conservation Division, points out that the American method of approaching wartime restrictions on production is distinctive—there was no European precedent on which to pattern; that is, there was no nation handling the problem in the cooperative manner in which it is being handled here. "These are wartime provisions," he says.

"And the future?" I asked.

"The future," he said, simply, "is another matter!"

Requests for nearly 3,000 reprints of the August foreword, "The Pathos of Distance" have come in from subscribers who wish to pass the patriotic sentiment along to friends.





# THRIFT

Thrift-spending is substituted for spend-thrifting by salesmen who handled "baby bonds" as they would lamps, soap or gum

By JOHN GLEISSNER

THE city of Cleveland was suddenly confronted with the problem of selling \$16,000,000 worth of securities in the city and the adjacent territory of Cuyahoga County. It was a large order. The securities were little known. Only a year was given in which to turn the trick.

It meant that \$50,000 worth of these securities must be sold each day and every day in the year. It meant that each family in Cleveland and in Cuyahoga County must purchase an average of at least \$100 worth of these securities. The securities were United States War Savings Stamps and Thrift Stamps.

With the stamps Cleveland also sold an idea—a habit—the habit of thrift. It had to organize to do it.

First, the Cuyahoga County War Savings Stamps Committee was formed. This selling of sixteen million dollars of stamps was a business proposition. It needed a business man at its head. It needed a real salesman. It needed even more than that, a real sales manager of the highest type. Cleveland selected Mr. J. Robert Crouse for chairman of its committee. His assistants were Mr. Roland Meacham and Mr. D. Gara. But the directing genius was to be the chairman.

Mr. Crouse was sales manager of the Mazda Lamp Works. He was used to big business methods. Looking back and analyzing this period, it can be seen that those methods were used in the marketing of war securities. It was done with "zip" and "pep." Scientific selling methods formed the cornerstone. There were no social lightweights—no civic highbinders—no office "teas." And why? "Because we're running a business," said Mr. Crouse, "that's all."

First, it was a campaign of education. Just what War Savings Stamps and Thrift Stamps were, had to be told to 600,000 people. In selling terms, it was telling them just what desirable merchandise the stamps represented. But these securities, like Mazda Lamps, that Mr. Crouse had sold, could not be sold direct to the customer. Distribution, therefore, was the second problem. It was solved as big business would solve it—jobbers. The Federal Reserve Bank and Post Office became wholesalers for W. S. S. Brand Securities.

## Pushing Them Over the Counter

AGAIN were lamp methods to be used. Here was a product that could be handled by butcher, by baker, as well as by banker. The butcher and baker and candle-stick maker became the retailers. But the merchandising did not end here. The goods had to be pushed over the counter. Even the country at war did not cause customers to flock to the stores and shower their quarters on the counter. They had to be pushed over, just like other merchandise. They had to be advertised. Just why they were better than other brands of war merchandise had to be driven home.

And so, all down the line, business methods were used. Tons of waste motion, method, money-spending and other un-big-businesslike methods, met with in so many civic propositions, were eliminated. A man held his job only because he could do the work. The "Big Boss" kept his eye on his men and his ear to



the ground for new ideas and methods to help push his goods. Appropriation budgets were carefully made, and as carefully adhered to. The businesslike corner-stone was laid—the business structure which quickly followed brought the results.

Mr. Crouse holds that convincing a man is selling him an idea, that the morale of the nation depends on selling the ideas on which we based our entrance into the war. He believes that war has become a business, the most important in the world today, and that the chief element in this war-business, next to fighting, is salesmanship. The government needs money to carry on the war-business, which it obtains through selling stamps, certificates and bonds.

So the task the committee assumed, in addition to its financial job, was to drive home effectually and continuously the lesson of thrift and saving to the point of personal sacrifice to every man, woman and child in the county. This, it was thought, would help in laying a solid foundation for all war financing.

It set about to see that every person in the county should become a friendly financial partner of the government, including the 450,000 foreign-born, and to make the thrift habit the means of reducing charity and dependency.

From the outset efforts were directed with the idea that the entire job was a selling proposition, with a given amount of goods to be disposed of in a given time, mostly through small purchases. The sales organization was

designed with this idea in mind. It was built slowly and permanently, so interest might not lag before the year had ended. It was obvious that different tactics must be pursued than those employed in Liberty Loan, Red Cross and similar campaigns, which are of short duration, and require only temporary organizations.

The problem of getting the stamps on sale was one of the first tackled, as they are considered a retail product as compared with the wholesale character of Liberty Bonds. They are now offered in 10,000 places, 7,000 of which are retail stores. A sales force of 7500 salesmen has been built up. The aim has been to give the opportunity to purchase wherever money is exchanged for goods, or men are paid for service.

Advertising literature was furnished each of the small retail stores. They were asked to display it conspicuously at all times. They were urged to build up a regular trade, and to call attention continually to the fact they have the stamps for sale. Customers were asked by cards: "Take Part of Your Change in Thrift Stamps."

Some dealers were backward about pushing the sale of stamps, however, fearing to alienate their trade. So "Uncle Sam's Salesmen" were organized.

## Salaries Tapped at Their Source

THIS is a body of 2000 wholesale salesmen part of whose regular stock in trade is stamps. The first goods they sell in any establishment are "U. S. Brand" goods. When they find a dealer who has not put in the line, they take his order for stamps, posters and signs, and send them through their own sales managers. They urge the retailer to have his employees sign cards authorizing part of their salaries to go into stamps each week, to make window displays, and in other way stimulate sales.

Uncle Sam's Salesmen work in factories also. Their efforts are proving most effective, and the organization helped to put over the "Victory Chest." They are a well-knit group, each member paying one dollar yearly to belong. They have a constitution and officers, and provision is made for meetings.

In the larger stores, in addition to offering stamps for sale, a plan for forming Thrift Clubs is in operation. The military plan of organization is followed with a general in charge of all forces. A major is in charge of each floor, with captains and lieutenants assisting. Competition among the departments is created, many stores offering an employee the first stamp to start him saving. Specified days for distribution are named, on which the major obtains from the captains and lieutenants the number of stamps needed. These he obtains from headquarters, and the captain and lieutenants make the deliveries and collect the money. Careful records are kept.

This is in line with the general policy of tapping salaries at their source, which is held to be the most systematic way of inducing saving.

Similar plans are followed in factories, where an attempt is made to have the saving equal 10 per cent of the weekly payroll. A War Savings Director is named in each, who is charged with the responsibility of putting



the plan into effect, and seeing that interest does not lag. Heads of departments, superintendents and foremen are included as leaders in the director's organizations. In many instances the military plan of organization is followed. In others, employers give bonuses to their workmen in stamps. Forty-five com-

Mail carriers also are utilized to reach homes. Besides delivering advertising literature, each carrier is a salesman, from whom housewives and others can purchase stamps when they get their mail. Eleven prominent sales managers were named a committee in charge of the main postoffice and the ten sub-stations. It was

their job to keep things moving, and they have gone to the post offices in the same way they have to their own businesses.

When the president pro-

claimed June 28 Pledge Day, and the governor specified June 24 as the beginning of Pledge Week, 75 teams of ten men each were organized, each under the leadership of a captain. They were assigned the task of obtaining as many pledges as possible of \$1000 each, since it was realized it would not be possible for every family to take its quota, and some means was needed to equalize their failure. These teams went out with a definite job, working from lists which had been carefully prepared, with quotas assigned to individuals on whom they were to call. The result of the first week was \$3,500,000 pledged.

The teams were followed by the Home Service League, which made a house-to-house canvass, and then, for fear any homes had been missed, mailmen followed them up.

"We tried to reach everybody from as many angles as possible," Mr. Crouse explained. "No one can say he has not had repeated opportunity to buy."

Women's organizations, churches, noon-time meetings, band concerts and parades were also used with good effect. One of the most impressive parades was that of 18,000 school children. Another stunt that proved popular was the funeral of the kaiser. His coffin was carried to the Public Square and put on a platform there. A stamp entitled the purchaser to drive a nail in the coffin. Governor Cox drove the first nail.

In connection with the organization work an advertising campaign was carried on more extensively than in any other city. Tim Thrift, advertising manager of the Multigraph Sales Co., has been in charge. He organized sub-committees representing newspapers, billboards, lithographers, artists, and various activities connected with advertising.

He, too, worked with the idea in mind that he is conducting a selling campaign to last through the year in which interest must not be permitted to die out. Billboard display advertising has been extensively employed, which, being of a permanent character and artistic besides, has attracted wide attention. Signs mounted on metal have been posted on all bridges, railroad crossings, depots and similar locations throughout the county. Advertising men experienced in big endeavor say nothing of a similar nature has been attempted before in any line of advertising.

It was necessary to design, too, posters for sandwich stands, window displays, street cars, and similar purposes. Cleveland artists drew them, and Cleveland presses printed them, for little material was available on time from the national organization.

The idea around which home advertising is based is unique to Cleveland. Cards are provided, containing a blue "T" in a field of red, above which is the legend, "This is a Thrift Home." Stars are die-cut in the cardboard, and when punched out appear in white. Small stars in the blue T each represent a \$5 stamp. When 20 white stars show, it indicates \$100 has been saved and invested. Larger white stars in the red field indicate the number of persons saving. This device proved popular, and more than 225,000 Thrift Cards hang from the windows of Cuyahoga County homes and buildings. For the factories larger cards with adhesive stars were provided.

#### Have You Pledged W. S. S.?

LITERATURE was prepared explaining in detail the formation of war saving societies, which meet regularly and save systematically. A figure of the kaiser, on a long strip with the graduated scale at the side, was devised for office buildings. An invitation was made to "Blot Out the Kaiser," and as stamps were bought the scale was filled in with crayon, and the kaiser is gradually being "blotted out". A similar device on the Public Square shows the progress of the general campaign.

The special drive was built around the question: "Have You Pledged W. S. S.?" This question stared at Clevelanders from newspapers, street cars, store windows, billboards, sandwich boards, street car poles, the tops of traffic cops' signal standards—wherever their gazes turned.

The answer was in the form of a tag worn in coat lapel, which said, "I Have Pledged W. S. S." or a blue sticker for the red field of window cards, which announced to passersby "100 per cent."

So, with the year half gone, the committee finds itself with its task much more than half completed, an effective organization at work, and plans mapped out and in operation for a year, or as much longer as needs be. As in any well-planned selling campaign, the pioneering work has been done, and the public has made the acquaintance of United States Securities. Now, sales will continue to grow as the saving habit spreads, and the movement already well under way gathers speed.



mittees are in existence, representing the various lines of manufacture. They are held responsible for the success of the plan in the factories in their group.

Homes are reached through the "War Service League," a body of 4000, organized by wards and precincts. It was formed in a unique way. Democratic, Republican and suffrage leaders and representatives of the liquor interests met around a common table and united in selecting from among the various political divisions, the men and women best qualified for the work. Ward captains are held responsible for the efforts in their districts. Workers are instructed thoroughly in the idea back of the stamps, and the selling points. It is then their job to ring the doorbell of every house in the county, and personally solicit sales. This has been one of the most effective means of marketing the stamps. The organization has even been loaned to other campaigns.

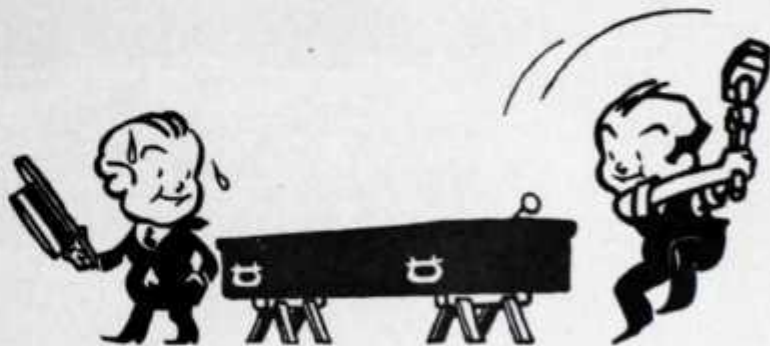
A speaking organization has been perfected, with 150 men subject to immediate call. They go before schools, clubs, lodges, and community centers—wherever people meet. Entertainers are provided where their use will help, professional resident cabaret and other performers volunteering their services.

One of the things, to which the committee has devoted much of its efforts, is the 450,000 alien-born, 150,000 of whom cannot read, write or speak English. Committees of 25 were named among the groups of various nationalities, thus to each was carried the message in the language of that particular group. One man was put definitely in charge, with his own office, and paid secretary for each nationality. Thus Americanization, and a proper exposition of the war's purposes, are made as much a part of this work as the sale of stamps.

#### Campaigning in the Classroom

SCHOOL children were found eager to go to work, and they were formed into a vast Thrift Army, with military ranks conferred on the basis of the number of stamps sold. Five dollars worth makes a child a private, \$50 a sergeant, and so on, a general's rank being attained through the sale of \$10,000 worth of stamps. Children have built up regular routes, with customers who buy a given amount of stamps each week. With the cooperation of teachers, many stamps have been sold. In addition, the message received in the class room has gone into the homes. During the summer vacation time, a committee of teachers remained in charge, and buildings were kept open to issue supplies and check sales.

In connection with the school work a booklet was issued, entitled "Thrift-Spending and Spend-Thrift," to which leading authors contributed 100-word articles. One of these was read daily and discussed in each classroom.



And the saving habit is bound to spread because there is a sound business policy behind it, hard-pressed, clear-visioned salesmen pushing sales and no shortage of stock as in many other businesses. And because it is "business," the sales managers in charge are confident that the end of the year will find the War Savings Stamps campaign in Cleveland way "over the top."



# City Troops Take a Food Salient

The "Tired Business Man", half a million strong, helps lift, after hours, the labor burden of the nation's harvest

By E. V. WILCOX

*Agriculturist in charge of Farm Labor, United States Department of Agriculture*

**I**N meeting the call which was sent out last year for planting a larger acreage and producing more food, the city man and the farmer have been brought into close cooperation.

The plan proposed by the Department of Agriculture for city men to volunteer their services as farm hands to save the harvest was accepted with enthusiasm by the city man and with scepticism by the farmer. And, while the exact number will never be known, it has been estimated that probably 500,000 volunteers, men, women and children, answered the call. In Kansas City alone the volunteers numbered 10,000. In North Dakota, the enlistment was so complete that whole towns were deserted, even government post offices shutting their doors and barring their windows as on holidays and Sundays.

And out of this movement, a relationship between the farmer and the city man was established, which promises to meet any other such emergency which may arise, and also to promote a better understanding and cooperation in their future dealings. Not only will it promote this feeling in certain localities, but it is a feeling national in its scope, just as the movement itself was a nation-wide one.

This country is the moneyed centre of the world today. We are talking billions, thinking billions, raising billions. That is because we are talking, thinking and raising nationally, not locally or individually as in former years.

We are the industrial and commercial centre of the world today. And we are thinking in national terms of our industries, our commerce. We hear that the automobile business is an industry of a billion dollars. That thousands of millions are being spent in ships, munitions, clothing, chemicals. On every hand we read or see or hear of our great industries, not as individual, but as collective businesses. And yet the very greatest of them all is rarely spoken of as a whole—nationally. The value of the product doesn't seem to enter into our thoughts as a national product. And it is the one product in which we are more vitally interested than any other entering into our individual, local or national life.

That product is food. The industry is farming. And food is merely one branch of the farming business. It is of crops—a branch of the food industry—in which this movement of the city man to the farm deals more directly.

There are but 25 items comprising the Crop Reports of the Department of Agriculture, which include principally wheat, corn, beans, potatoes, rye, barley, rice, and two other large

property—food factories—over forty billions of dollars. Forty billions! And those figures are over eight years old. The crop products of those food factories alone are worth over sixteen billions of dollars. And these are only twenty-five of the products of the farm.

Here, then, is an industry, almost beyond our war-time comprehension of figures. For, this year, war-time necessity called upon the farmer to produce more than he had ever produced before, to plant a larger acreage than he had ever before planted. It follows, naturally, that labor would be a vital factor in this greatest of our industries. Therefore, the Department of Agriculture was confronted with the labor problem of our biggest industry to work out or help the farmer work out. And it worked it out through an unexpected channel—the city man.

The farmer, back in the country, last fall as he plowed his ground, last winter as he sat by the old wood stove toasting his shoeless feet, and early this spring in planting time, heard this call from the Department of Agriculture for more food. That call was insistent. He heard it from every side. It was a war-time necessity. The winning of the war meant food, more food than ever before. And Mr. Farmer knew deep down in his heart that he could answer that call. Due to modern machinery he knew that he alone could put more seed in the ground—plant more food—than twenty men could harvest! The thing that worried him was those twenty men. Where could he get them? It was the same old problem, the labor problem.

It may have been that he was a wheat man. He planted every available inch of ground to wheat. So did his neighbors, everybody in his county, everybody in his state and for several states around him. And he knew, as they all did, that all of

the wheat in his section, in his county, in his state and the surrounding states would be ripe about the same time—within a week of the same time, at the outside. Wheat would "shake" with enormous loss, if it wasn't harvested in that one vital week. That one week meant to our country, to our army, to our Allies and to our Allies' armies the difference between want and plenty, between victory and defeat, between liberty and despotism. Had not President Wilson told him this; had not Food Administrator Hoover, had not his daily paper, his farm paper, and his county farm demonstrator, as agent of



PHOTOGRAPHED SPECIALLY FOR THE NATION'S BUSINESS BY VANDER WEALE.

Feverishly mopping his brow under the shade of the young apple tree is Private Banker, or it may be Private Broker, of the Front Porch Farmers' Brigade, Little A. E. F. Hard work to left of him, more work in front of him, blisters all over him, but he's not discouraged. In fact he is going about this job as he goes about all the others created by the war—to get it done quickly, thoroughly, and as happily as may be.

farm products, that staple of staples in the South, cotton, and tobacco. How many of us realize how much those twenty-five crops are worth?

Figures are uninteresting things usually. The average man generally skips them. But here are some figures that demand attention. They demand it because they point out to us that here is an industry that is the largest in the United States, the now recognized commercial centre of the world. Farming is worth sixteen times as much as the automobile industry and is three or four times as large as the steel industry. There is invested in farm



the Agricultural Department, told him this?

He heard the call and planted, as he thought, with reckless abandon—often with no thought of ever harvesting all of it. For his labor had gone to war—or to the city into "essential industries" (for more money). And this was so not in one section of the country, but in every state in the country, in every branch of the farming business. Here was the farmer with the biggest crop he had ever planted on his hands and confronted with the problem of no labor for that vital week in harvest time.

But the farmer was not the only one who knew this and saw the menace of that lack of labor. The story had been "played up" pretty well. And among those who knew it and saw it were the city people, who had never before taken farming seriously. They became vitally interested in it, for the lack of food meant to them just what it meant to the armies fighting on the other side of the ocean. If that labor was not supplied, it meant starvation! And more than starvation. It was a farming problem. It was a labor problem. It was a national problem. It must be worked out nationally. Therefore it remained primarily, for the Departments of Agriculture and Labor to work it out.

#### The "Softy" Enlists by Tens of Thousands

AS a result, early in April, a call was put out for farm help. It was put out through every conceivable agency. Organizations, national, state and local, of every description, individuals where there were no organizations, were thrown behind the cry for more farm labor. It was heard on every side and came from every direction. And the city man, he of the silk shirt, the panama hat, the "store clothes" and the cold-cream hands, who had always been looked upon as more or less of a nuisance on the farm in by-gone years, and had looked upon the farm sneeringly before this—this city man found himself in the predicament of being about all there was left to be called.

But he enlisted with a will, with determination, with the same spirit which is manifest in our army in France and in all of our industries throughout the country. It is the spirit of making a business out of winning the war, and of doing anything necessary to win it.

Here, then, was something vital to that business. These crops must be gathered. And the city man—the "softy"—enlisted by the tens of thousands. In fact, so many answered in some places that there were more volunteers

for the work than were needed. Nor were the men the only ones who joined this army of "Soldiers of the Soil." The city women enlisted to help in the fields or in the kitchen, the boys and girls gave up vacation time to go out on the farms and run errands, carry water and help do the "chores." Everybody—American and alien, men, women and children, mechanic and manager, banker, barber and baker—from every walk of life they came, and in every sort of conveyance. Out of the city into the country flowed a steady stream. And on each face was the firm, set determination to harvest that crop on time, in that one vital week, no matter what the hardship or pain, mental, physical or financial. And it was with that air of determination to finish the job that he went to the farm and to the farmer.

#### Getting a Good Look at Mr. Farmer

AND it was then, for the first time in his life, that the farmer looked the city man in the eye without thinking he was a "skin," a thief, a parasite, who graded the farm products down, who gave him short weight, who lived by selling him cheap goods at the highest price. For what he saw that day was a man, soft perhaps, but willing, eager and determined to work—a man who didn't care what that work was, nor what it paid. Here was no I. W. W., whom he had had to fight for years. Here was something concrete to work on and with, something in the way of labor that would stick. Here was labor that did not ask "How much?" but demanded simply, "What shall we do?"

And for the first time the city man looked the farmer over thoroughly. He did not see a man with a carpet bag, chin whiskers and big hat, the kind he had seen in pictures as being "snaked" out of coal holes by policemen and thought of as prey for city "slickers." What he did see was a business man, a factory manager. He realized, too, that the farm was a factory, a manufacturing plant. Here was business. The farmer needed banking facilities, he had money to spend, products to buy, plumbing, legal matters to attend to; but now he needed above all, labor. And the city men were not very well prepared to do that labor, even though some of those from Kansas City had trained in gymnasiums and athletic clubs for weeks in preparation for the attack on the harvest. But, in the farmer, they found a man who, instead of treating them as a joke and probably sending them back for left-handed monkey-wrenches, or white

lamp black, was farsighted—who was wise enough not to let them overdo. They must learn this work. But they must start at it easy.

And so, many of them started in at the "kids'" jobs. Here was something many of them had done before, back on the farm in their boyhood days. They took up the "light work." It consisted of getting up at half past three in the morning—about the same time some of them were accustomed to go to bed. They threw down hay for the horses and cows, drove the cows to pasture, a mile or so, helped with the "chores." And they did this before breakfast. After breakfast, which they snatched on the run after everybody else—except the women—had eaten, they pumped water for the stock, and for the harvest hands.

This water was pumped into two jugs, which were slung, one over each shoulder, and the day's work started.

The "light" day's work meant a walk of a mile or so to the field, with the jugs, through a sun that broiled and scorched and beat right into their very bones. And it meant a walk back over that same dusty, throat-parching road to the pump for more water, with not a single shade tree in sight on the journey. Seven round trips, on blistering feet, constituted a day's work.

#### Shunning the "Light" Work

NOR was there any rest at dinner-time. While the harvest hands were resting before their meal, there was hay to be thrown down for the stock from a stifling mow in the barn. While the "help" was eating, flies had to be fanned away. The "kid" had to wait, which meant cold potatoes, cold beans, cold everything else. It meant chicken necks—cold, with the smallest slice of pie for dessert. And he grabbed this on the run, for he had to hustle back on the job—already that yell had started from the field a mile away for "Water!" Supper-time was much the same story, only the evening chores were added; and, after everybody else he timidly and noiselessly sneaked to bed. It generally took one day to shatter the city man's dream of boyhood days down on the farm. From that first day he shunned religiously any and all forms of "light work."

He hunted just as diligently for the man's job, the job of the harvest hand.

But the work of the harvest hand is hard, too. On the large farms in the wheat

(Continued on page 35)

Here's a rough-riding, earsplitting, corn-cutting peace "tank". Catch the Front Porch Squad driver with his low shoes, white socks "boiled shirt" and tennis hat slanting rakishly. A "rookie" Soldier of the Soil.





# The Railroad Contract

Recently approved rail control document vitally affects interests of corporations, stockholders, traveling public—as here explained in layman speech

By **JULIUS H. PARMELEE**

*Chief, Bureau of Railway Economics*

**W**HEN Uncle Sam proclaimed his New Year's resolution to attempt a solution of the complicated war transportation problem, he had the choice of adopting either of two methods of procedure. The first was to follow the British precedent and utilize the already existing railroad organizations as his agents, the other was to lease the roads and operate them himself without intermediaries. Under the British plan the government has not disturbed the organization of the various railway systems, but has appointed each railway as its agent to handle troops and war supplies and to furnish the people with necessary transportation facilities. As its agent's commission each railway has had the government's guarantee that its net income should not fall below the 1913 level. This plan has worked well in England.

Uncle Sam considered the British plan and discarded it. He resolved to operate the American transportation system himself. As a consequence, since New Year's Day, he has created a Railroad Administration, entirely new and without precedent in transportation annals, and is today operating the steam railways on his own behalf. In brief, he has leased the railway properties for the period of the war and for such additional period up to twenty-one months as he may see fit. The railway managements have either withdrawn from control of their properties or have become integral parts of the Federal administration.

Not, as in England, the agents of the government, but as an arm of the government, are the American railways operated today. The owners of railway property, represented by railway stockholders and bondholders and the company organizations maintained by them, have leased their properties outright to the government as manager. Now a lease calls for a contract, by which the owning organization turns over its properties for a stated time to the managing organization. Both the President's proclamation and the Railroad Control Act provided for such a contract, or agreement. So for months after the passage of the act the railway companies and the Director General of Railroads conducted negotiations with regard to the terms of the standard railway contract. This contract has now become an accomplished fact.

Much misapprehension exists in the lay mind regarding the significance of the railway contract. I recently heard a well-informed man remark that in the course of war, when millions of men were seized by the scruff of the neck and thrust into battle line, the importance of a railway contract, dealing with property rights rather than human life, was of small moment. For once this man's information and judgment failed him; he forgot that war is a contest not only of human energy, but also of economic resources; that capital and credit must be conserved as the underlying basis of economic strength; that railway credit, as a vital factor in our financial structure,

must be maintained; finally, that railway credit today and during Federal control depends almost wholly on the terms of the agreement under which control is exercised.

These vital considerations were not forgotten by the President when he took over the roads. His proclamation and address to Congress distinctly recognized the rights of the stockholders and bondholders to receive just and adequate compensation for the use of their property, and emphasized the necessity that the value of railway securities should be justly and fairly protected. With such

**B**Y presidential proclamation, virtually the whole of the steam railway network of the United States was taken over on December 28, 1917, for operation by the Federal Government. The Railroad Control Act, approved March 21, 1918, ratified the move and specified the general provisions of agreements to be signed with the several railway companies. Under this law, the Director General has for the past six months been negotiating with the railway companies as to the details of this "standard railway contract." Two organizations have in large measure represented the railways and their owners: the Railway Executives' Advisory Committee, and the National Association of Owners of Railroad Securities. As this goes to press word is had of the approval of the contract by the Director General and representatives of the leading railroads. In all 170 roads will be asked to sign it.

high authority on the importance of conserving the rights of railway ownership, no apology is needed for a discussion of the railway contract as a document of the greatest significance.

The railway contract is designed as a standard form of lease, to be utilized in the several agreements between the Director General and the federalized roads, subject only to such changes in detail as may be imposed by the peculiar or unusual circumstances of particular railways. It is a document strictly legal in form. In some respects it goes beyond the provisions of the ordinary lease in the powers granted to the lessee; this is indicated by the language granting the Director-General the powers of "possession, control, operation, and utilization" of the railway properties. The lessee is Uncle Sam himself, acting as trustee for the American people; the lessors are, of course, the respective railway companies. The content of the contract is governed in large measure by the specific provisions of the Control Act, the language in many instances following that in the act.

## Who Pays the Bill

**A**LONG with the usual introductory and validating sections, the contract states that none of its provisions shall be construed as expressing or prejudicing the future policy of the United States concerning railway ownership, control, or regulation. This significant statement, together with the emphasis laid on

the emergency nature of the powers granted the Director General, will have undoubted bearing on the inevitable discussion of the future status of our transportation system.

The contract provides space for a descriptive enumeration of the property taken over from each road, covering all roadways, tracks, bridges, buildings, equipment, and other facilities passing under the contract; all materials and supplies turned over at midnight of December 31, 1917; all working balances, assets, and other cash items designed to serve as working capital. Provisions follow for accounting adjustments and regulations, and for final settlement. Improvements to railway property and new equipment shall be charged to the roads affected, and shall carry interest (presumably at five per cent), payable by the Director General from date of completion or delivery. Strictly war improvements, however, shall be a charge against the government. The Director General agrees to meet operating expenses and normal taxes, to maintain contributions to pension funds, employees' savings and relief funds, and similar activities; also to pay the cost of valuation work carried on under the physical valuation act.

Contracts for the purchase of fuel and other supplies, and other operating contracts shall be respected; if modified, the railway companies are to be saved harmless from the results. The railway companies shall maintain their own corporate organizations, shall pay war taxes, and shall meet all corporate charges, such as interest on bonds, dividends on stock, and the like.

## The Chief Stipulation

**A**S a part of his duty as a railway manager, the Director General agrees to maintain railway property and equipment (including all improvements and additions), so as to return them at the close of Federal control as complete as at the beginning. If more than normal maintenance is required, the excess shall be charged against the railways, due allowance being made for changes in the price level of commodities and for differences in operating practice. Ordinary losses, such as by fire, wreck, storm, are to be paid by the Director General. Machinery is provided whereby railway companies may present claims and secure their adjudication for losses of any kind incurred during and as a result of Federal control. Railways shall have access to books or accounts of the Railroad Administration relating to their particular properties, shall receive certain operating reports, and may inspect their properties at reasonable intervals.

The rental to be paid for railway property while under government control shall be the annual average railway operating income of the three-year "test period" from July 1, 1914, to June 30, 1917. This is ascertained by deducting from the operating revenues of that period the operating expenses, normal taxes, and certain operating rentals, and reducing



the result to a yearly basis. This rental represents for each road a fixed sum, barring only such additions as may result from additions to property and equipment, and will be paid over by the Director General regardless of the profit he may or may not make from operation.

The foregoing paragraphs present a brief and explicit, but perfectly colorless picture of the agreement between the government and our railways. Let us throw light on the picture from the angles at which the several groups interested in efficient railway operation view the contract and see what the picture really portrays.

First, then, the railway contract is a national document, by which the people of these United States, exercising their sovereign powers in a critical emergency, have leased a transportation system developed for nearly a century under private auspices, and now grown into a huge network of 400,000 miles of railway track, 65,000 locomotives, 2,500,000 cars, and innumerable bridges, buildings, and other facilities. These facilities have been solidified into a national system of transportation service at a cost approaching twenty billions of dollars. By this document the Director General of Railroads, acting as a national trustee, undertakes full management, releasing the railway companies from further responsibility until the close of the period of control.

The contract is a lease, under the terms of which the former managers retire from active operation and commit their properties unreservedly for the time being into the hands of the Director General. As already indicated,

it is a tight lease; the Director General has control, not only over the properties, but to a certain degree over the uses to which the railways may put their rental receipts.

The parties to this lease are primarily two, the Director General and the railway com-

panies of stock or bonds. What are the rights and functions of each of these groups under the railway contract?

**The Director General.** The Director General's interest is that of any railway manager. Acting through his organization, the United

States Railroad Administration, he undertakes to operate the railway properties efficiently. Either directly or by implication, he agrees to maintain the roads at a high level of effectiveness, to keep up the efficiency and esprit de corps of the railway personnel, to furnish adequate service to the public, to collect revenues and pay all ordinary expenses, and eventually to return the properties to their owners in as good order as when he received them. He will make necessary improvements, charging the cost against the owners but paying as rental a fair rate of interest on such cost and fully maintaining the improvements. As rental for the original property taken over, he agrees to pay each railway company a sum equivalent to its annual average income. As a corollary to the financial responsibility laid on his shoulders, he is authorized by law to add to railway revenues whatever amount shall be deemed necessary, by means of increased fares, charges, or changes in classification and practices. This authority has already been utilized in impressive fashion.

**Interstate Commerce Commission.** The

Commission's interest in the contract is to see fair play between the contracting parties. Until 1917 regarded as the bulwark of the public's right to adequate transportation service at a reasonable (Continued on page 40)



Charles W. Keen

It is the fate of new nations to advance towards civilization by crude processes. We are soon to emerge from the prodigal, smashing, utilitarian period of our existence. With us into the new age of greater leisure, cleanliness and beauty we shall take the steam locomotive and the railroad switching yard. Dogmatic, unseeing Philistines have damned them as "monuments to coarse practicality and ugliness." But are they so hideous? Behold the contrary revelation in this picture! Our artist has seen in them something vast, brooding, infinitely potent. Gods we have been in creating utilities. But—beauty? We shall have to discover it anew. We shall have to learn to see the beauty of our own world. Then only will come

The Golden Age of America.

panies. Behind the Director General stand the Interstate Commerce Commission and the American people. Back of the railway companies are the owners of the railway properties, namely, the railroad security holders, whether





### Let's Keep to the Issue

**O**PINIONS, the gossip of street corners today; tomorrow, thin air. Facts, like Banquo's ghost, will not down. Our leading article, a meaty document of fact, the report on the Federal Trade Commission, of nine business men, is a case in point.

Comment, widespread and insistent, took varied courses. It was human nature, perhaps, that the first impulse was to seek out motives. Senator Thomas, for example, wanted to know of his colleagues if the packers were not members of the National Chamber. It would be surprising if, in an organization composed of 1,100 boards of trade and chambers of commerce, numbering more than half a million business concerns, the packers were not included in this membership. On the following day, Senator Sherman, when asked who constituted the directorate of the Chamber, replied, "Mr. Peek, of Moline, and Waddill Catchings, of New York. . . . All men of standing in their different occupations; all of them actually engaged in business. It is not an ornamental board of directors." With the exception of the only two gentlemen named the Senator's answer was correct.

Comment then moved from motives and sources to one phase of the report, namely, the packers. This again was natural. Journalistic practice had "played up" the reference to the packers because it was more recently in the public mind and because meat more nearly touches the popular pocket book than does lumber or paper. Yet the illustration of the packers was but one of a dozen and used merely to point out a principle. Although the report would stand or fall without this illustration, what adverse criticism the report has inspired is based entirely on the misapprehension that its purpose is to defend the packers. Senator Kenyon was "anxious to know what connection the Directors of the National Chamber have with the packers, or with the various institutions in the country which the packers control." The *Jersey City Journal* thinks that the beef trust did not have the courage to answer on its own account but used the United States Chamber to do the counter-attacking. If the commentators had based their comment on the report itself instead of the newspaper headlines they would have found this clear-cut statement:

Regarding the facts of the industry in question (the packers) this committee, of course, is without information. It is in no sense in a position to express an opinion as to the merits of the Commission's charges.

But in the end, after examining sources and motives and after superficial reporting, the facts themselves will get a hearing. The *New York Times* editorially believes that if the Commission is to serve any useful purpose "it should be cured of its present Bolshevik and propagandist tendencies," and declares that the suggestion of the National Chamber that men of different type from those now in control be appointed is "both reasonable and sound."

"Speaking of the light that failed" says the editor of the *New York Commercial*, "the Federal Trade Commission seems to have little competition for that title. Seldom if ever in the history of the United States has such a responsible group of men as the Directors of the National Chamber used condemnatory language regarding a government department." And he believes that the Chamber has now "officially recognized a condition which several thousand American business men have known about for sometime."

The *Chicago Tribune* declares the reported protest is

only surprising in that it should be postponed so long, while the *New York World* relegates the Commission "to an oblivion which it is reluctant to recognize," and characterizes the Commission's recent fulminations as "drastic, sensational indictments supported by no legal action."

We venture the harmless prediction that because facts are facts the report will be heard from again and again; for the report upholds the traditional principles of right-dealing which are essential to the well-being of every citizen and of every business. Deviation from these principles immediately menaces every enterprise, large or small; for if American standards and American laws can be disregarded as to one citizen, or one industry, they can be violated as to any, and in that direction lies personal ruin and national disorganization.

### An Editorial Not for Mr. Hoover

**C**ORN for fuel might have been well enough in the pioneer days of our West when the price was around twenty-five cents a bushel, but in these days it is at first thought incredible. As a matter of fact, lack of transportation facilities, which caused corn to be substituted for more usual fuel in our early days, brings about a similar situation at a time when food is more precious than for a century. The German electric company in Buenos Aires, unable to get fuel of any other sort, has bought corn to use under its boilers, and paid a good round price for it. At the same time, and for like reasons, the British gas company in Buenos Aires has an offer from an Argentine mill of four thousand tons of second rate wheat flour—to burn! This fantastic state of affairs comes from the concentration of ocean shipping in the North Atlantic and illustrates the vicissitudes thrust upon the outlying parts of the world.

The conduct of a public utility in a foreign land seems replete with incongruities. The British company which may go to burning wheat has naturally had troubles, too, about obtaining coal for making gas as well as coal to burn under the boilers, but the authorities took no account of its difficulties. They apparently persisted in the fiction that as their country remained "neutral" conditions were the same for them as they had been before 1914 and in one year assessed against the gas company fines of \$2,500,000 for gas of poor quality. Arbitrators luckily reduced the amount to \$100,000. Payment for gas supplied to public authorities the company had to take in five-year notes. It sold them at a loss of \$12,000 but upon cabling the proceeds to London made a profit of \$31,500 in exchange! It is small wonder that in summing up these experiences of the year the weary manager told his principals he had gone through a "heartbreaking" period.

### John Bull, Wool Merchant

**W**OOL, wholesale, has become the business of the governments of Australia and England. By an agreement signed in June, England undertakes to buy the whole of the Australian clip during the war and for a year after its close. The price to Australian growers is about thirty-three cents a pound plus half the profits on any wool sold for other than British governmental purposes. England thus becomes the world's largest dealer in wool, with a business on the expenditure side of about \$250,000,000 a year.

Figures do not scare England, these days. In connection with governmental control of food and equalization of prices it now has a business that approximates \$4,500,000,000 a year, recouping these expenditures, in large part, of course, through the proceeds of sales.





### More German Atrocities

**S**UBSTITUTES by the hundreds are on Germany's menu. To make soup a housewife buys soup cubes, which are permitted officially to contain 60 to 70 per cent of salt and which have in some instances contained unpleasant ingredients, such as glue. Mussels are imported from Holland and appear as pastes marketed under titles which do not refer to their source. Butter gets "stretched" with potatoes and gelatine. "Egg savers" are baking powder colored yellow, or even powdered chalk which has been given a deceptive hue. Altogether, there are some 150 egg substitutes.

### The Splash Heard Round the World

**S**HIPS are beginning to multiply in the way we need. The Shipping Board fairly got to work upon construction about August 1, 1917. In the following twelve months 1,571,000 tons deadweight had been completed and placed in service under its auspices,—including 245,000 tons of steel ships built upon its own contracts and 1,326,000 tons requisitioned by it and either under construction or on contract.

Acceleration of production in ships is beginning to show as the result of our months of preparation. Almost one-half of the tonnage completed and put into service in the year went to the credit of the last three months. And as for launchings, the tonnage that took the water in July, 631,000 deadweight, equaled the country's product in any earlier whole year, the previous record being 513,000 gross tons of sailing and steam vessels in 1908.

These aggregate figures do not adequately reflect our advance, however. Before the war the figures included all manner of miscellaneous vessels, only a small part of which were suitable for overseas trade. Today we are concentrating upon vessels that are meant to have the high seas as their habitat and to frequent the ports of the world.

### A Quiet Word with Argentine

**T**HE Webb-Pomeroy Act which allows United States firms to use cooperation in export trade continues to draw fire from some of the Argentine newspapers. The latest criticism aimed at us from that quarter refers to "turning loose upon foreign markets such trusts as we do not permit in our domestic trade."

All of this thunder is premature, to say the least. The law about which our Latin-American friends raise objection is largely anticipatory. The records of the Federal Trade Commission do not show any great number of new cooperative associations. This is as was to be expected; for the law was enacted last April in order that it might be on the statute books and immediately available when war ceases and our smaller exporters may need every assistance they can get to meet the combined competition they will meet from other countries. With their energies and funds wholly engrossed in other directions during the war they are not likely for the present to do more than make tentative plans, but when war ceases they will require immediate opportunity to become active.

Unless all signs fail, and the usual mental processes of men take new turns, United States concerns engaged in any industry will not coalesce into one large cooperating unit to conduct export trade in any article. The large concerns already established in foreign markets will scarcely contribute their experience to their domestic competitors. On the contrary, concerns which have not earlier entered export trade, and which indi-

vidually could not enter it, will in the natural course of events form associations under the new law and become additional sources of supply for our foreign friends. That will mean enlarged, not restricted, competition for their business, with advantages to them which they should be quick to understand. Besides, United States units competing to sell in foreign countries will for the first time come under the Federal Trade Commission's jurisdiction; they will be prevented by our laws from using unfair methods. Sellers of no other nation entering markets abroad will be under such restrictions from their governments.

Incidentally, it is noticeable that our Latin-American critics make no mention of the great German combinations of as much as three and four hundred German concerns that have operated in their markets. This omission might suggest that any attempt on our part at reply is merely shadow-fighting, the shadow in this instance being a new form of the hydra-headed German propaganda.

### Eloquent Totals

**F**OOD is an international problem, as never before. In solving it we have done our part, at least according to British point of view. Our record as others see it is the export of 80,000,000 bushels of wheat and its products to April 1 in the face of official estimates that but 20,000,000 were available to send to the allies. Shipment of pork products overseas in March amounted to 308,000,000 pounds as compared with normal monthly exports in the neighborhood of 70,000,000. In response to a request for 70,000,000 pounds of frozen beef a month we sent away 86,000,000 in March. Our voluntary economies in sugar are calculated to release 400,000 tons this year to the allies. Incidentally, the British hear that the cost of our food production in the past year has increased by 18 per cent, whereas our prices have actually decreased by 12 per cent.

### Our Bacon Nears Its Rhine

**A**T the same time, the British machinery for buying food from us is described. A bacon board, for example, sits in London, confers with the army and the authorities that decide civilian rations, and agree upon England's requirements. Its decision then goes before the "American Board," composed of representatives of British departments dealing with finance, shipping, and imports. With approval or amendment it moves on to the Inter-Allied Meat and Fats Executive, where it is incorporated into the total requisitions for food stuffs England is to make on the United States for herself and her allies, and with the rest of the program gets before the Inter-Ally Council on War Purchases and Finance, which meets in London or Paris and over which our representative presides.

In the course of running this gauntlet the order for bacon gets combined with orders for France and Italy and is reduced to a cablegram which is sent to the Allied Provisions Export Commission in New York. One of these cabled orders in June called for 400,000 tons of bacon, hams, and lard and involved \$350,000,000. England next hears of the matter in a cablegram notifying the closing of contracts, and later receives a message containing not only the name and date of sailing of the ship carrying the bacon but identifying every box and case by number. According to this detailed information the bacon is located, and every preparation for its distribution is made—while it is on the water!



# Chips From Our Work Bench

Thought-Provoking Items of the Nation's Varied Industries As They Find Their Places in the New War-Time Mosaic

## Conserving Funerals

HUMOR is pretty rare in the conferences going on daily between industries and government officials who are bent on reducing the use of raw materials. Occasionally there is a rift in the cloud. A few days ago the National Chamber called the manufacturers of caskets and coffins to Washington and arranged an interview with the War Industries Board.

The tired government official who saw them had been in conference already that day with representatives of a dozen other industries and forgot for a moment the business of his audience.

"How much steel do you use?"

This and the regular routine of questions was asked until the official got down to this one on his list:

"Now it is necessary to conserve at every end; how can you reduce the demand for your product?"

There was a moment of silence and then from a corner of the room came this reply:

"Jail the doctors."

The official looked startled and then he, too, realized the situation and joined in the general laugh.

## Enemy's Trade Strategy

GERMANY already is selling some classes of manufactured goods in Russia. The War Industries Board has learned that some goods already have been shipped. Germany, too, is making every effort to establish markets in the northern European neutral countries, which to a large degree are cut off from the United States and the Allied countries by the shortage of tonnage. American typewriter manufacturers have sold virtually no machines in neutral countries recently and German dealers are taking advantage of this situation.

## Ups and Downs of Stoves

OIL HEATERS and Cook STOVES enjoyed an increased popularity last winter due to the coal shortage but another shortage, that of steel, will rob the industry of any advantage it gained. Manufacturers of heaters and stoves formed a war service committee recently and were told by government officials that they cannot hope to obtain as much steel as their manufacturing program for the year demands. To make up this deficit the manufacturers put their heads together and have decided to reduce styles to a minimum.

## Typewriters Get Into Line

TYPEWRITERS are becoming increasingly hard to get, due in large measure to heavy purchases by the government and to the shortage of labor and materials in typewriter plants. At a meeting of the manufacturers at the National Chamber last month it developed that one manufacturer has instructed his agents to take no orders except where it can be shown the sale will help win the war. As a result his sales are limited to the government and plants doing war work.

*War centralizes. Washington today is headquarters in fact, with its two great staffs, military and industrial. The Nation's Business is extremely fortunate in being at headquarters. When Secretary Lane suggests a new land policy for returning soldiers, when Secretary Wilson interprets labor plans, when Chairman Hurley discusses our after-the-war merchant marine, The Nation's Business is able to pass these along to our readers. And because some three hundred industries are readjusting the commercial and industrial fabric of the country under our very eyes, The Nation's Business is able to keep its readers informed of these tremendous overnight changes. We are initiating this department, believing the executive of a particular industry will obtain here at a minimum of effort the high lights of the activities of the other industries of the nation.—THE EDITOR.*

## Hardware Reduces Styles

HYSTERICAL COMPETITION has caused inordinate increase in the number of articles the various trades have been called upon to produce and carry in stock. Representatives of the hardware manufacturers and dealers, meeting at the National Chamber last week, in considering this economic folly saw the chances of a lifetime to put things on a sounder basis. Committees are now working on a conservation program which in many instances will cut in half the number of styles. This is in line with the desire of the War Industries Board which sees in the new policy a conservation of labor, materials and capital.

## War and Rust

NICKEL PLATING of small steel articles, particularly such things as tools, has become so general that the public in making its purchases is reluctant to take away from a store an article that is not plated. But soon there will be no nickel plating. All the nickel procurable is not enough to meet the needs of war, and tools and such things will have the finish of the early handmade articles the village blacksmith used to pound out. War service committees representing industries that use metals are told every day by the War Industries Board that they will have to discontinue the use of nickel plating.

## War Wounds of Beds

METAL BEDS with four hundred and more styles, have also been thrown into the maw of war-time conservation. The housewife who goes out in the future to purchase a bed will find she has only thirty styles to choose from. It probably won't make much difference to the housewife but to the government this reduction of styles will mean a saving of about a third of the steel used in bed manufacture. No more brass beds are to be made, the height of all beds will be limited and the bed posts will be reduced in size. This is the program decided upon by the War Service Committee of the metal bed industry of the National Chamber after a conference with the War Industries Board.

## Table-Ware, Ditto

TABLE-WARE manufacturers are among the latest to reduce styles. Representatives of the industry in Washington recently offered the information that no new types had been originated since the beginning of the war and that a number of styles on the market were

being rapidly reduced. Difficulty in getting materials that have to be imported and the heavy draft the war has made on their labor the manufacturers said will cut production to a considerable extent.

## A Popular Poster

LIBERTY BOND SWINDLERS have received no little undesirable publicity, from their point of view, at least, from the

widespread distribution given to the National Chamber's poster of warning. The first lot of fifteen thousand was bought up by manufacturers in a week and later editions amounting to sixty-five thousand have been printed. An account of the poster with the text was given in the last issue of THE NATION'S BUSINESS.

## Foreign Trade Grimly Held

EXPORT TRADE with Latin America in every way possible, even if domestic consumers have to tighten their belts, appears to be the policy of the government. Manufacturers who have conferred recently with government officials have been told that they will be given raw materials for making articles for export even when materials are withheld for ordinary uses. The object is twofold: first, to build up the country's trade with Latin America for the purpose of having a steady business to build on after the war; and second, to change an unfavorable trade balance into a favorable one.

## Farewell to the Gasoline Stove

THE GASOLINE COOK STOVE and the heater will shortly join the famed dodo bird. At the request of the War Industries Board the manufacturers have agreed to discontinue their production. Makers of stoves for a long time have desired this action but have continued to make gasoline burners to satisfy a small demand. The oil burner, manufacturers declare, is so much better than the gasoline burner that it is to the interest of everybody, producer and consumer alike, to do away with the gasoline apparatus.

## A Plumbing Cut

PLUMBING SUPPLIES will be limited during the remainder of the war period to buildings erected with the approval of the government and to use in replacing worn-out equipment. Manufacturers of plumbing supplies will be limited as to their steel and other metal supplies to fit this program.

## Songs Will Win the War

BERTON BRALEY'S POEM "The Shipbuilders", printed in the August issue of THE NATION'S BUSINESS and distributed among ship workers, will be set to music by George M. Cohan. The music in turn will be furnished the workers and it is thought that the song will "catch on" as shipbuilders say the reaction from the workers is that it has a fine inspiration.





# SCHIEREN BELTINGS

A Story in  
Twelve Parts  
Part 3.

## *Grinding & Leaching Tan Bark*

THE dried oak bark is first ground in a bark mill, then placed in a series of leach tubs into which water is sprinkled.

The leaching process that takes place draws every particle of the tannin from the bark and mixes it with the water which is pumped successively through the different tubs. From the last the liquid is drawn off and used in the tan yard as tanning liquor.



# "That's the stuff! The same belting we've used for 15 years"

"YOU can't tell me there is a better all-round belt than DUXBAK. I've tried all and I know."

"Why, we have some of our first DUXBAK belts still giving good service."

"We've tried them all over this shop, in the boiler room where it is mighty hot, and in the pump house pit where it is wet, but nothing seems to affect them at all."

"To get results, I'm always willing to try anything that looks good, and I'm darned glad I tried this DUXBAK belting fifteen years ago—otherwise, belting would still be 'just belting' in this plant."

For Information, Address



*Chas. A. Schieren Company*  
Tanners  
Belt Manufacturers

Main Office and Factory: 75 FERRY ST., NEW YORK

Oak Leather Tanneries; Bristol, Tenn.

Branches and Stockrooms in all Large Cities



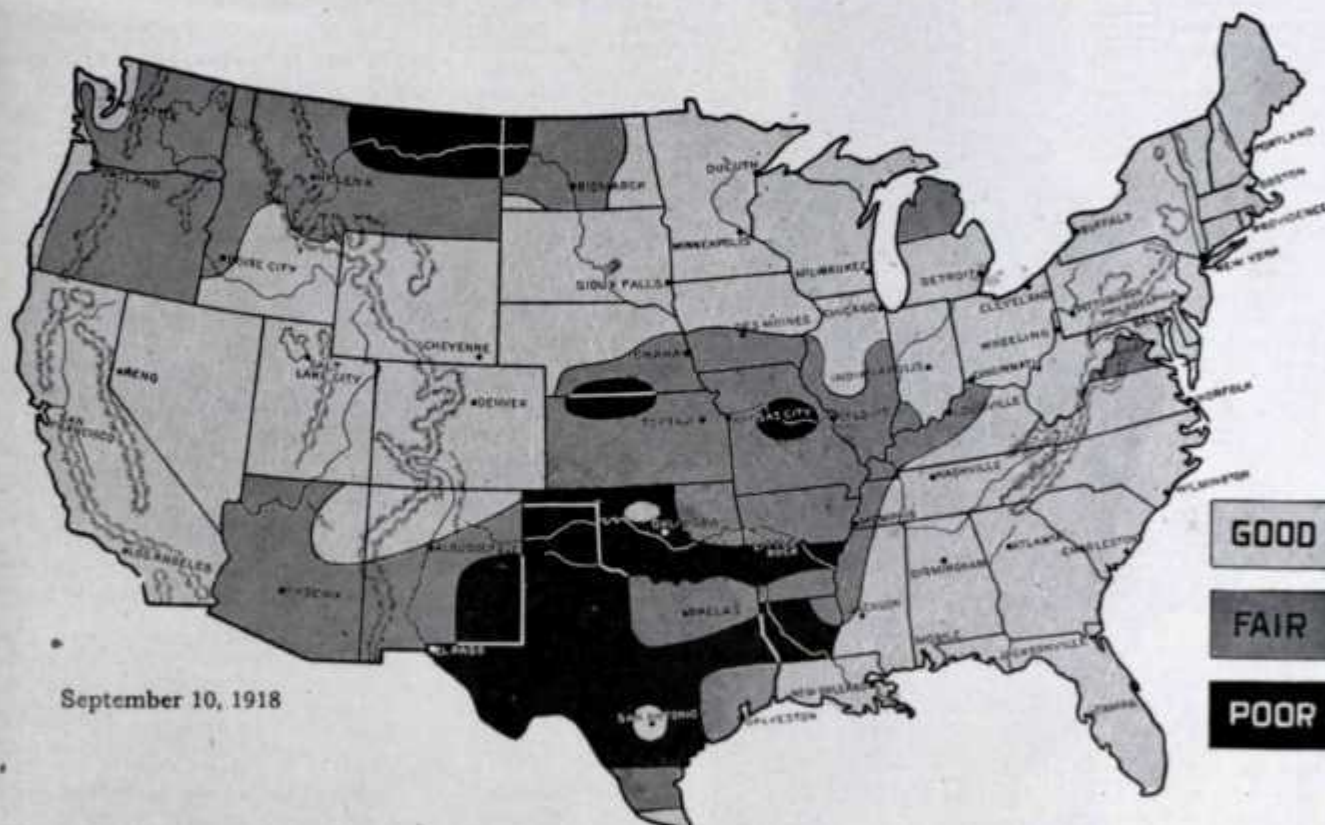


# Food Objectives Carried Despite Counter-Assaults of Summer Heat and Drought

By ARCHER WALL DOUGLAS

**T**HAT abundant precipitation, which I prophesied in the former issue verified the familiar proverb by "coming in like a fall rain." From the Pacific Coast to the Atlantic Seaboard the drought stricken regions are thoroughly drenched, save portions of eastern New Mexico, and much of west and south Texas. Everywhere that moisture fell in the dry districts, the sorely tried people, like the hart that drank of the brook, lifted up their heads and went on their way rejoicing. The rains came too late to save the withered late corn, but it revived grazing ranges and

coast of nearly 1,000,000 barrels. Fortunately the small grains, wheat, oats, barley, rye, had already been harvested in large yields before the burning heat of early August days. Most of them were larger productions than last year. Wheat in especial, with a yield of about 925,000,000 bushels, is second only to the great crop of 1915. There will be much for export to our allies and an abundance for our needs as well. The quality of the grain is also very high. Since harvest the movement of wheat to market has been in great volume.



September 10, 1918

pastures, and gave new life to failing truck gardens.

The yield of a promised record corn crop has shrunk from a likelihood of 3,200,000,000 bushels to about 2,800,000,000 bushels. The drought, however, forced the growth so that little general danger of frost is likely to a fast maturing crop, and the quality will probably be far higher than last year. Much of the damaged corn is being cut for silos. The recent widespread precipitation, by reviving pastures, removes the serious danger of unduly high priced feed for live stock, and consequently still higher prices for meat. The economic value of pastures is best seen by the statement that they represent about one-third of the area of all farm lands.

Garden truck and fruit responded to the widespread and abundant rainfall by declining prices, because of the great supply thus assured. How great was this abundance may be gathered from the figures of shipments of early Irish potatoes along the Atlantic Sea-

The secondary crops, potatoes, rice, beans, sugar beets, tobacco and the like are all larger than last year despite much local damage from drought. Kafir corn and the other non-saccharine sorghum grains will produce nearly 100,000,000 bushels this year, their greatest recorded yield. Like those three children of Israel they went through a fiery furnace—that of August hot winds in the Great Plains States—and came out somewhat damaged but still proving their ability to live through blazing heats that wither and destroy Indian corn.

Peanuts, a synonym of insignificance, are, along with velvet beans, one of the coming reliable and valuable crops of the South. Peanuts, the "Goobers" and "Ground Peas" of Southern colloquialism, will yield about 70,000,000 bushels this season, worth nearly 100,000,000 dollars.

Sugar-cane is in the making but the outlook is for a somewhat larger production (Concluded on page 42)



# The Fighting Horse

The motor has thinned Dobbin's ranks, yet war's needs demand his survival

By H. K. BUSH-BROWN

Secretary Army Horse Association

MUCH has been written of the pleasure automobile and the automobile truck as a factor in our transportation problems, especially in regard to the short haul. Much has been written about the replacement of the horse by motor vehicles both for pleasure purposes and for the still shorter hauls around town. Much has been said about the farm tractor and the rapid way in which it is replacing the horse upon the farm. The rapid growth of the motor industry has been a matter of amazement, for during the past fifteen years the business has increased from practically nothing to almost a billion dollars a year.

But what has become of the horse? What effect has the increase in the use of the automobile in all of its ramifications on the industry of horse breeding? Are the horse breeders planning to cut production or increase it in the face of this seeming lack of demand on the part of the former users of the horse?

The story of the part that automotive power has taken in the war has been well told. Little or nothing has been told about the part that man's ancient friend, the horse, has played in this war of wars. Yet old Dobbin has gone to war—by the millions.

In former wars the horse furnished material for the painter of grandiose battle scenes, for the poet who wrote of dramatic rides at night, for the sculptor who froze great commanders in heroic figures of bronze and stone. But in this war, so far, the horse has not yet emerged from the tables of statistics.

Military men say that the horse still plays a most indispensable rôle in modern warfare. No other army unit can perform better the task of harrying the foe during a retreat. Cavalrymen are also used to seek out the enemies who may find themselves caught between the lines, and also to help

keep up communication with the front lines and the supports. Troopers have been heard to say that when it comes to being shot off an airplane, a motor truck, or horse, they prefer the last, for the horse at least is a sentient being and is often sympathetic. There has been more than one case where the horse has been the means of bringing assistance to his rider and thus has saved his life. But what about the horse?

By turning back to the last census of the country we find that there were over 20,000,000 horses in the United States.

It was fortunate for civilization that the allied nations had this resource to draw on for the prosecution of the war. It has been a great

element of strength. And yet,

as one prominent dealer in the West said last year: "If the government required me to furnish 1000 horses of first class for cavalry purposes, I would not know where to find them."

There must be some reason for this apparent shortage, and there is a reason. Already, from this country, we have supplied 2,000,000 horses for France, Great Britain, Italy, and Greece since the war began. Yet, so far we have been able to do this without feeling the drain, due to the increased use of the automobile. In fact, if it had not been for this there would in all probability have been a surplus in draft horses.

However, this is not the case with cavalry horses, in spite of the quantity of horses in this country. And it was of cavalry horses that the Western dealer

spoke. Most of the demand from our allies has been for draft horses to be used for artillery and supply trains. Our smaller type of draft horse is peculiarly adapted to this branch of the service. It was this type that the automobile crowded out. But the cavalry horse was another matter. We could, and did, supply the small type draft horse from the surplus due to the motor, but where can we get the cavalry horse, a type for which, owing to the pleasure automobile, there was little call before the war?

## Farmer, Horse Breeder, and the Army

THE war has taught us, among other things, that cavalry is not by any manner of means an obsolete branch of the service. It was the French cavalry which saved Paris in the first battle of the Marne. In newspaper reports, in the second battle of the Marne, it is again the cavalry which is doing most effective work along the Western Front.

Therefore, it is apparent to all who know the subject that if our cavalry is to be properly mounted, something must be done to produce the mounts. In peace times there was a steady sale for 5000 cavalry mounts per year to our army. If this basis is to be maintained, something must be done—that isn't being done. The breed must be improved or standardized. But there must be some incentive. Profits are incentives. The stock for breeding purposes must not be depleted.

This helped to bring about the organization of the Army Horse Association. Its aims are for a closer cooperation between the farmer, the horse breeder, and the army, to stimulate production.

Through holding endurance tests, in zones every year, with a final test for the winners, in Washington, and through the national scope of the contestants, it is hoped to develop the type of horse found to be most efficient for all army purposes, as well as to stimulate production.

It is a recognized fact among breeders that soil and climate are large factors in the production of good horses. Therefore, the country has been divided into fourteen zones—the same zones in which the tests are held—each with its administrative committee to detail plans and encourage the production of the army type best suited to the particular zone in which they are located. This will, at the same time, through these committees, give opportunity for individual initiative and maintain uniformity among all of the zones. It was such cooperation which developed the wonderful draft types of France and Flanders; brought up to a high type those horses of Suffolk and Norfolk in England, and made the Irish Hunter known all over the world as the best in his class. In this country the development will be on a broader scale, tending to develop all classes rather than one especial type.

But in order to do this, there must be a demand for the army horse. Granted that we have the best climate and a great variety of soil, and, at the present time, the best foundation stock, since that of Europe has been almost destroyed through the ravages of the war, forcing her to (Continued on page 42)





# FIRE!

The value of a State is needlessly burned each year. Carelessness strikes the match. Vigilance blows it out

By WILLIAM H. MERRILL

Chief, Fire Prevention Section, War Industries Board

**S**TAND in front of a clock. Watch the long hand creep steadily from minute to minute. Every time it passes the little black mark separating the minutes, say to yourself, "Another fire has broken out; perhaps some home is destroyed; perhaps some man's business is being destroyed; perhaps some man is burned—mained and disfigured for life." Then add, "And it could have been prevented!"

Watch that clock hand for ten minutes or more. Every minute another fire—another—still another. Somebody's home, some boy or girl, some factory destroyed, maiming its workers or throwing them out of work. Now some hotel, with people struggling to escape. Another fire, and yet another.

That is the way it goes, minute by minute, day and night, week by week, month by month throughout the year. It has been said that this country is one damned fire after another.

When you wake in the morning you may be pretty sure that there will be literally hundreds of fires throughout this country before the day's work is done. When you go to bed, be sure that there will be hundreds more somewhere in our country before you start the day's toil tomorrow.

True, one minute may skip by without the catastrophe. But in the next three will break out to make up for it and to take care of the one that is to skip by without it during the day. There are 1440 minutes in the day. There is an average of 1500 fires every day.

Think it over. Start today, and in the next year there will be at least 547,000 fires before this date in 1919 which have not yet occurred. And they wouldn't occur if people were only careful!

And they cost the people of this country over \$260,000,000 annually. And so, there is not as much of interest in the number of fires, after all, as in the damage done. It is the tax the people pay for carelessness. And this does not take into consideration the fire departments and other measures which are taken to check the fire after it has started. This "fire tax," which the people pay, is worth more than all the gold, silver and copper mined in this country. It is absolutely lost each year—never to be returned.

But that is not all by way of comparison. This tax is worth more than all the land and improvements in any of the states of Maine, West Virginia, North Carolina, South Dakota, Alabama, Louisiana, or Montana. True, it is not one big conflagration—but it is as though we made one big bonfire of one of these states every year.

Let us gaze for a moment at the picture of this loss, as drawn by Mr. Charles W. Baker, who says: "The buildings consumed every year, if placed on lots of 65 feet frontage, would line both sides of a street, extending from New York to Chicago. A person journeying along this street of desolation would pass in every thousand feet a ruin from which an injured person was taken. At every three-quarters of a mile in this journey he would

encounter the charred remains of a human being who had been burned to death."

And it could have been prevented. At least, The National Board of Fire Underwriters say that 28.9 per cent could have been prevented to a certainty, a little over 23 per cent were of unknown causes, which were largely preventable in all probability, and the balance partly preventable. And all of these preventable fires spell "carelessness." Carelessness means recklessness, wastefulness, untidiness. It means throwing matches away, lighted, unlighted; it means badly erected furnaces and stoves; it means poor wiring for electricity; it means gasoline or kerosene around in poor, leaky containers; it means rubbish left in corners indefinitely; smokers

**P**REVENTABLE fire is more than a private misfortune. It is a public dereliction. At a time like this of emergency and of manifest necessity for the conservation of national resources, it is more than ever a matter of deep and pressing consequence that every means should be taken to prevent this evil.

Woodrow Wilson.

alone were the cause of a damage amounting to over eight and a half millions of dollars worth of pure waste in fires.

And they could have been prevented. They could have been prevented because they were in most cases foretold—by figures compiled by The National Board of Fire Underwriters. Six months before the fatal fire of San Francisco, the Board foretold the fire in a report following a special investigation in that city. The same was true in Pittsburgh, Augusta, Baltimore, Chelsea, Paris, Texas, and some 55 other cities. The way was pointed out to prevent these fires. But this advice was unheeded in the case of 42 of them. And there was little done, even with regard to stopping fires which had already started, through better efficiency and organization in our fire departments.

But to quote the old chestnut, an ounce of prevention is worth a pound of cure. Even the most efficient of fire departments is at best merely a cure. It catches the fire after the start and checks it or puts it out. Under the plan followed in some cities, that of making appointments to the fire forces to repay political debts is a poor cure even. An eternally vigilant department, amply adequate to stop any fire within a short space of time, will not eliminate the waste. There is still a better way.

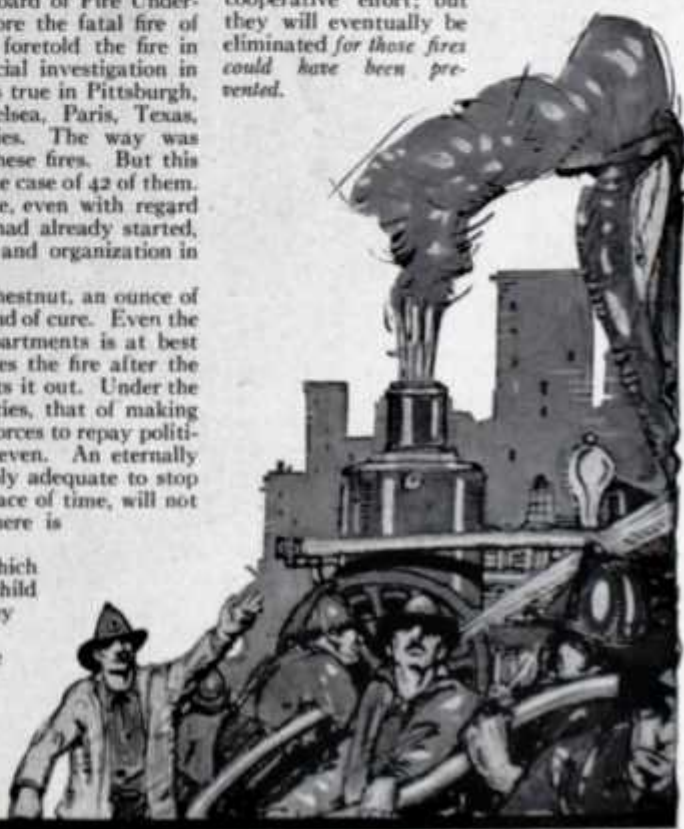
Fire is a subject in which every man, woman and child is interested. And if they are not seemingly interested, they should be made to be. They should be shown the danger in careless habits. They should be instructed in

the proper precautions to prevent fires. And they should be closely followed up to see that these dangers are eliminated and these precautions followed. All of which can be done by the fire departments, if they are founded on the right principles. In this way, the fire would be stopped at its source. And the work of the departments would be lighter and less dangerous. It is a better way.

After all, it merely means that this better way should be pointed out to the American people. Everybody—man, woman and child, American and alien—factory manager and factory worker—rich and poor alike—should be more careful. It means stopping the fire before it starts. Once let the American people quit being careless and a known waste is eliminated each year of over \$130,000,000.

We are used to thinking in big numbers nowadays, but, after all, that amount is worth saving. The way to save it, just as it is the way to save any other money, is to quit spending it. But in this case, there is only one way to quit spending it. That way is to stop and think every time there is an inclination to throw a cigarette out of an open window, or a recently lighted match in the waste basket.

It looks simple, doesn't it? It is, but careless habits, like any others, are hard to stop. They are easier to form. The idea behind fire prevention is to train everybody to keep from forming them, and to break them up where they have been formed. It will take a long time and cooperative effort; but they will eventually be eliminated for those fires could have been prevented.





# A New Foreign Trade Insurance

Exporters, often a source of international discord, can be made guardians of national honor by compulsory commercial arbitration

By EDWARD A. FILENE

IT has become a truism that a war won on the battlefield may be lost at the peace table if statesmanship suffers the handicap either of selfishness or short-sightedness. It is equally true that the wisest and most just arrangements of a peace table may be seriously interfered with, if not upset, by the way the trade of the world is conducted afterwards.

And trade does not have to come to a head in any aggressive national economic policy with political and diplomatic backing in order to become a disturbing factor in international relations. If improper or unfair practices upon the part of individual traders are allowed to continue and accumulate, if differences between individual traders in different countries are allowed to drag in their settlement, they finally color, if not indeed determine, the attitude of the rest of the world towards the nation whose traders have dealt amiss. In a very real sense the exporter is a trustee of the nation's honor. If enough traders deal unfairly or show reluctance in effecting swift and just settlement of differences, they breed distrust in that honor. When that is done, when confidence in the nation's honor has been undermined and good will destroyed, every exporter in the nation suffers—a reputation for reliability being the cornerstone of all business—and bad feeling which menaces the peaceful relations of the world is generated.

If, therefore, the practices of foreign trade underlie to such a marked degree the harmony and effectiveness of international relations as a whole—as indeed no argument is needed to prove—then there is a legitimate reason for some degree of national control of international trade. Business men are re-examining the content and methods of our commercial understandings and intercourse with other countries so that they may most effectively meet new conditions and better administer such relations as survive the disturbing influence of war. From such re-examination it may be expected that business men will throw their influence against leaving their foreign trade reputation or our national standing in the hands of individual traders without such safeguards as the nation may wisely throw around their practices.

And fortunately, those safeguards which the interests of a lasting peace demand will be in the interest of a better foreign trade. For it is of basic interest to business, as well as to the nation as a whole, that in the future there shall be behind every American transaction with any foreign firm something in the nature of a collec-

tive or national guaranty of the utmost fairness and reliability in all matters of quality and delivery—to the extent at least of establishing some standard method always available to the foreign customer for a quick justice of settlement in the event of disputes.

The importance of such provision, from the business point of view, may be aptly illustrated from a typical experience of rival stores in a city. One store may by plausible advertising attract for a time an extensive trade which it fails to satisfy because its goods are of poor quality and its methods unreliable. The other store may suffer an initial disadvantage through strict adherence to truth in its advertisements. But by making the quality of its goods answer strictly to its announcements, by practicing a scrupulous fairness in its dealings, and by maintaining a system through which a customer can secure quick and just correction of such mistakes as may occur in quality of goods, in promptness of delivery, or in fairness of method—by consistent attention to these things, the second store will build a reputation for reliability that will attract and hold trade as no amount of cunning advertising could do, and will assure its permanent ascendancy over the other store.

## Confidence a Big Asset

THIS simple principle is as fundamental to a nation in the trade of the world, as to a store in the trade of a city. If, therefore, methods can be devised by which the reliability of every American transaction in foreign trade is supported by what is in effect a collective or national guaranty, it is evident that every American exporter will share in the resulting world confidence in American trade principles.

The ground work for such a policy has already been laid in the commercial arbitration agreements between the Chamber of Commerce of the United States and similar, if not corresponding, bodies of business men in other countries—notably in South America; and in the far-sighted and constructive work of Secretary McAdoo as head of the International High Commission. In the separate instances where agreements have been reached to submit all differences to arbitration, the growth

in mutual confidence and good will has been gratifying and the reduction of friction apparent. To the men who have given most thought to this matter, it is clear that what is now needed is to find some method that will apply more widely the confidence-creating power involved in these existing agreements to submit to impartial arbitration any and every commercial difference or dispute.

## Not An Over-Night Job

CLEARLY we cannot, in the stress of war, or over-night, expect to conclude commercial arbitration treaties with all countries with which we trade. Nor can we expect to work out in detail, in any brief period, any collective or national guaranty of fairness and reliability in our foreign trade—such guaranty must, of necessity, grow out of a wide counsel of men with a broad knowledge of commercial practices throughout the world. But a simple first step towards putting the proposal into effect may be here suggested—after which the knowledge, experience, and ingenuity of American business men and statesmen may be enlisted in its adequate development.

Probably the simplest approach to the matter would be through the immediate requirement by our government that export licenses be granted only upon the condition that there be included in all trade agreements and contracts a standard clause to the effect that in the event of a controversy over the interpretation or carrying out of a contract, the controversy shall be submitted to arbitration. The basic principles of such arbitration could be made quite simple at first. There could, of course, be used in this connection all available machinery provided for in any existing commercial understandings or in agreements between representative business men's organizations in this and other countries. Where such provisions do not exist it could be agreed simply that each party to a dispute should select one arbitrator and the two select a third; and that in the failure of either party to act with reasonable promptness in the matter of appointing arbitrators, the local business men's organization be empowered to make the selection. It would be necessary also to make the decrees of such arbitration legally binding in all parts of the United States.

Such a policy of our government's making the inclusion of an agreement to arbitrate in all foreign trade contracts a condition of the granting of all export licenses would not, of course, bind the traders of any other country to arbitrate, but it would mean that every trader in every country in the

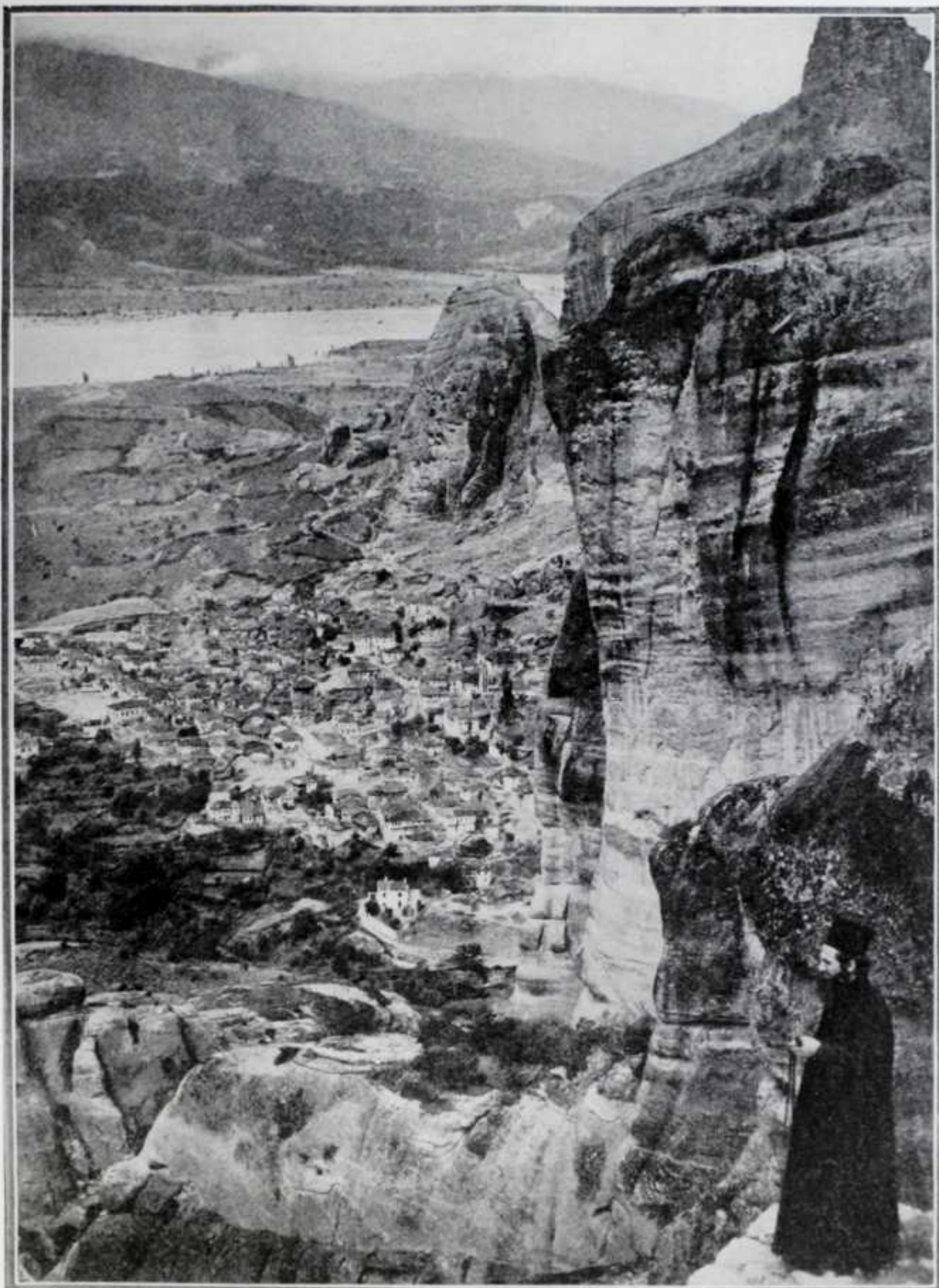
## Commercial Statesmanship

TRADE alone has seldom caused a great war. Generally trade difficulties have become entangled in racial hatreds, political ambitions, divine right savagery before armies marched forth to fight. The pages of history are full of instances of the ability of merchants, when left alone to themselves, to barter and trade in peace. The ancient Phoenicians had their trade rules, the Romans their commercial law, the medieval towns their informal courts. With the rise of powerful nations in modern times, how-

ever, and especially with the dominance gained by governments over commerce during the present war, it is probable that the adjustment of trade difficulties in the future will have a greater tendency to pass from private into governmental hands. The author, himself a successful merchant, suggests here the wisdom of inducing traders to settle their own difficulties. The carrying out of this and other after-war trade reforms will require a new and higher order of commercial statesmanship.—The Editor.

(Continued on page 40)





© TRAVEL MAGAZINE

This enchanted valley lies dreaming at the romantic heart of modern Greece. The god Apollo, in mythical times, strolled down from the nearby Mount Olympus to whistle contentedly at the fatness of the crops grown here—or perhaps to pursue a nymph until she turned into a hand-pump or a silo. Now have the gods fled, leaving clinging to these weather-sculptured cliffs ancient monasteries called Meteora, meaning "Domiciles of the Sky." Now the Vale of Tempe—our ally—is at war with the Kaiser. It has thus been brought an age nearer to our sympathy. After the war, keeping this newer sympathy, it will be brought still nearer—by reason of its need for American typewriters, roadsters, bath tubs.





**H**ERE are points on map-using and on certain useful maps.

An executive cannot take time to read pages of typed reports and recommendations? But he must have definite facts on which to base decisions? The answer is graphics and maps. Try it the next time you want an O. K. for your plan. Put your facts into a diagram or chart or map that tell the story with few words of explanation and base your recommendation on it.

Maps are one of the oldest forms of graphic presentation. They are easily read; what a single good map can tell would fill volumes of print. Rough but telling ones are easily drawn; by adding a few marks and lines you can make a map almost speak and no wonder they are daily finding new uses in business.

Have you ever seen a national advertising campaign worked out on a map? This is the way one firm does it—The advertising and sales managers compile a list of towns within certain limits of population. The towns where the firm has no customers are marked on a map of the United States with white map pins; towns where sales fall below a certain per cent, with red; towns showing a reasonable quota of sales per capita, with black. Picture the map to yourself; sections of the country where advertising is needed show up readily. The kind and amount of advertising to be used in any section is now indicated and, later, the results of advertising as shown by increased sales in each district.

At this point maps are colored by the sales department to show sales districts and district headquarters. Exclusive territory assigned to agents, into which the company's sales force does not go, is circled with green pins. Branch stores and locations of dealers are indicated by other colors.

Before the campaign is under way each district manager has a map of his district similarly marked like the original in the main office, and a map of all states included in his district showing routes of each salesman and tracing his work from day to day. Pins with celluloid heads on which salesmen's names are written indicate the towns where each salesman is to stop, and a colored string, connecting the pins, shows his route. String of another color is connected with each pin as he reaches that town. A glance at the map shows where each man has been and now is. For the larger cities visits are routed on a city map.

If the state maps used show mileage between towns, and approximate population of towns, the sales-manager has a check on both the traveling expense and the time required by the salesman to cover his territory.

These maps and many others which suggest themselves as the campaign progresses,

## A White List of Business Books

### MAPS: THE GREAT TIME SAVERS

By JOHN COTTON DANA

graphically present to executives, their plans in process.

Maps can thus be applied to your problems whatever they are. Special pins may mean, to you, towns that have municipally owned power plants, or more than hardware stores, or where steel products in excess of \$500,000 a year are manufactured; in fact, they can visualize for you any factor in whatever plan you may want to put in operation.

Salesmen who use the Business Branch in Newark go there before starting on a trip, and, with city maps and a street guide or city directory, plan their routes within the cities they expect to visit. They do not waste time finding their way about a city with which they are only partially familiar.

The hit-or-miss method of wagon delivery in a city is wasteful of time even with drivers who know the city and for dealers who have few wagons. Those firms save money who put someone familiar with the city on the work of laying out each day's deliveries. No expensive equipment is needed; a 25 cent map of the city mounted on anything that will hold tacks, ordinary thumb tacks and a street guide or directory. When the tacks are in, the quickest route shows itself almost automatically. An elastic band is stretched

around the group of tacks assigned to each driver, and the stops are listed for him in their proper order. With slight variations this method can be used for any routing within a city; house-to-house delivery of samples and circulars, visits of salesmen or agents, etc.

A map of the city, or of the city and nearby towns, hung in the office, will be used to good purpose. The messenger you send down town will not ride five blocks out of his way or waste the time of two or three people in the office trying to find the quickest route, if he

can go to a map before he starts.

A shipping department generally has railroad and transportation maps. Just now, when large manufacturers are operating auto truck trains because of delays in rail transportation, automobile road maps and blue books find much use and help to check up on time and gasoline used.

The exporter surely needs maps of the countries in which he is seeking trade. One firm doing business in Latin America provides each man in the export department with a pocket map of South America.

Very convenient and very expensive methods may be bought or made to order. Much money can here be spent. Many think that maps cannot be well cared for without expensive equipment. The "map and tack" cabinets sold by map publishers consist of shallow

drawers on the bottom of which state maps are pasted. With reversible drawers, only half as many are needed, but are not very satisfactory when you want to keep pins in the maps permanently. Prices for cabinets for 48 states range from \$114 to \$200. Four drawer units cost from \$15 to \$40.

Map pins sold by map supply houses in many colors and styles cost from 30 cents to \$1.50 per box of 100 pins. Spools of cord to match pins, 10 cents.

### Economy in Space and Expense

**T**HE Newark Business Branch has 5,000 maps. The problems for us as for any business house, are ease of use, economy of space and inexpensive equipment. The solution is found in vertical filing.

Sheets of pulpboard, 27½ x 39½ inches, are trimmed to size 27 x 38 inches. One map is mounted on each board. One edge of the map is placed 1 inch from a long side of the board and there held by a one inch strip of bond paper pasted down over its entire length. If the map is smaller than the board, its lower edge is held down by pasting a one inch strip of bond paper over its entire length. If the map is larger than the board, it is folded as need be once or even twice, and is then attached to the pulpboard by bond paper over the fold, the fold being placed an inch from a long edge of the board, and bond paper pasted along it.

These boards are filed in a vertical map file, 3 feet, 4 inches wide and 2 feet, 5 inches deep, inside measurement, like cards in an index. The name and character of each map are written on the edge of each board above the bond paper strip. Colored bands of various colors are placed across the tops of the boards as guides to keep the boards in alphabetic order. The vertical map file is made of seven-eighths of an inch cypress and runs on casters. Vertical partitions every 6 inches keep the boards upright. The cover is of compo-board covered with Rugby brown wrapping paper, and is hinged on. This vertical map file will hold 150 maps 27 x 38 inches or larger. They catalog themselves and can be easily removed for examination.

The vertical map files are made by a carpenter and cost \$25 each.

Maps to be used with tacks need to be mounted on compo-board, heavy straw board or cork with compo-board backing. When pins are to stay in maps permanently, the boxes in which they are kept need narrow tin grooves at each side to hold the maps apart. If short needle-headed map pins are used and are pushed in all the way, they do not fall out as the map is kept vertical.

For a very full and valuable description of many ingenious methods of mounting and caring for maps used with pins and tacks, and details of equipment for showing graphically statistical and commercial information, see





# Firestone FIRST

First to build truck tires—

First to build the channel type of truck tires—

First to build removable truck tires—

First to build the cup cushion truck tire—

First to build a complete line of tires for all commercial vehicles—

First to build a successful giant truck tire—

First with the grooved tread giant truck tire—

First with a practical, efficient giant cord tire equipment, including demountable rims.

First to establish 500 dealers with hydraulic presses and service facilities in leading cities throughout the United States.

The only manufacturer that makes the tire and rim complete.

Result—

Half the truck tonnage of America is  
carried on Firestone Tires

FIRESTONE TIRE AND RUBBER COMPANY  
FIRESTONE PARK AKRON, OHIO

BRANCHES AND DEALERS EVERYWHERE



## The Case of The Federal Trade Commission

(Concluded from page 11)

human nature. That these individuals should be found through an orderly procedure that accords with the spirit of our laws and institutions, and should be visited with condign penalties, is of the highest public importance; but the existence of individual error and crime is no reason for condemnation of the whole community, or any part of it, by broad accusation and innuendo.

The Commission has departed from the fundamental purpose for which it was established.

As the President said, on January 20, 1914, provision for something more than the menace of legal process was desired in the bill for the creation of the Commission. After the bill had become law, the President on September 6, 1916 reiterated this idea, declaring:

"A Federal Trade Commission has been created with powers of guidance and accommodation which have relieved business men of unfounded fears and set them upon the road of hopeful and confident enterprise."

### A Mistaken Purpose

THE Commission has in the last year or more apparently come to consider itself a governmental body for the gathering of evidence of the commission of crimes rather than an independent agency possessing powers of guidance and accommodation. This statement of your committee is not founded upon legal interpretation nor is it made with the idea of minimizing the necessity for criminal prosecution in merited cases. It finds its justification in numerous declarations of the Commission itself. One example will suffice. "When called upon by a resolution of the Senate under date of April 24, 1916, to ascertain whether or not newspapers had been subject to unfair practices in the sale of paper, the Commission formally reported it had used its full powers to examine even private correspondence and it had transmitted the facts so gathered to the Department of Justice. In connection with the same investigation the Commission had earlier assured the public that it was a body for scientific and economic adjustment rather than prosecution."

### One Way Out

THERE is no inclination to minimize the tasks before the Commission or its possibilities of usefulness. The energies and abilities of all the 700 persons it now has in its employ may well be engaged in proper activities. Recognition of the importance of the Commission points the way to the action for which the situation calls.

The Committee recommends that the Board of Directors call the attention of the President to the outstanding defects of the Commission's administration and of the interpretation it now gives to the law under which it acts and at the same time urge that the President appoint to the Commission, in whose membership two vacancies now exist, men whose training, temperament, experience, and reputation for sound judgment qualify them for the positions, and whose interests will be single to the Commission's work. In no other manner can confidence in the Commission be restored.

### Speaking of W. S. S.

I experienced, too, the truth of the observation, "That after getting the first hundred pound, it is more easy to get the second," money itself being of a prolific nature.—Benjamin Franklin.



Continental and Commercial Bank of Chicago  
Total Resources \$337,000,000

## Protectograph Check Writer



Todd Two-Color  
Patents

**TEN DOLLARS SIX CENTS**

protects the full amount in the body of the check. Writes amount in dollars and cents (words, not figures) exact to the penny, in two vivid colors "shredded" through the paper. A complete word to each stroke of the handle. Quick, Legible, Uniform. Standard model as illustrated \$50.00. Other models in all sizes and prices up to \$75.00.

**GWTCO  
PROTOD  
BOND**

**PROTOD** Forgery-Proof Checks and Drafts are printed or lithographed to order only for owners of Todd Machines only.

**PROTOD** defeats the "professional" forger. Chemicals in the fibre of the paper prevent changing the name of the payee to some other name or to "Cash" or "Bearer," etc.

Every sheet of **PROTOD** is checked and safeguarded like U. S. bank-note paper, so there is no room for a crook to duplicate a genuine **PROTOD** Check.

## TODD PROTECTOGRAPH CO.

(ESTABLISHED 1899)

1174 University Ave., Rochester, N. Y.

World's largest makers of checks and check protecting devices

## Who Stands Back of Your Check?

The banks now "clear" some 300 or 400 Billion Dollars yearly, constituting the bulk of the business of the U. S.—nearly all of it in checks, just "scraps of paper." (The total stock of U. S. money in existence is barely 5 Billion Dollars).

Uncle Sam stands back of his tiny 5 Billions to the limit—counterfeiters are afraid to tamper with it.

But nobody stands back of your checks except yourself. They go everywhere. They take chances with all kinds of people. (Look at the endorsements on the next bundle of your old checks returned by the bank). Any check you write with pen or typewriter can easily be "raised" to a larger amount by the first "professional" or amateur crook who handles it.

Doing business as we do today, mostly with checks instead of "money," there is no excuse for failure to use

## TODD SYSTEM of Check Protection

Protectograph Check Writer in combination with **PROTOD** is proof against all common check frauds and backed by an iron-clad Indemnity Bond to each user—the first legal system of Complete Check Insurance ever offered.

If you want "inside information" how check raisers and forgers work; if you care to be shown why your chance of having your check "doctored" is increasing every day—pin your business letterhead to this coupon and send to us.

**TODD  
PROTECTOGRAPH CO.**

Send to address on my letterhead copy of "The Scramblers' Warning"

Name \_\_\_\_\_  
Address \_\_\_\_\_

U. S. 10-10



# STORAGE *as a* STABILIZER *of* PRODUCTION

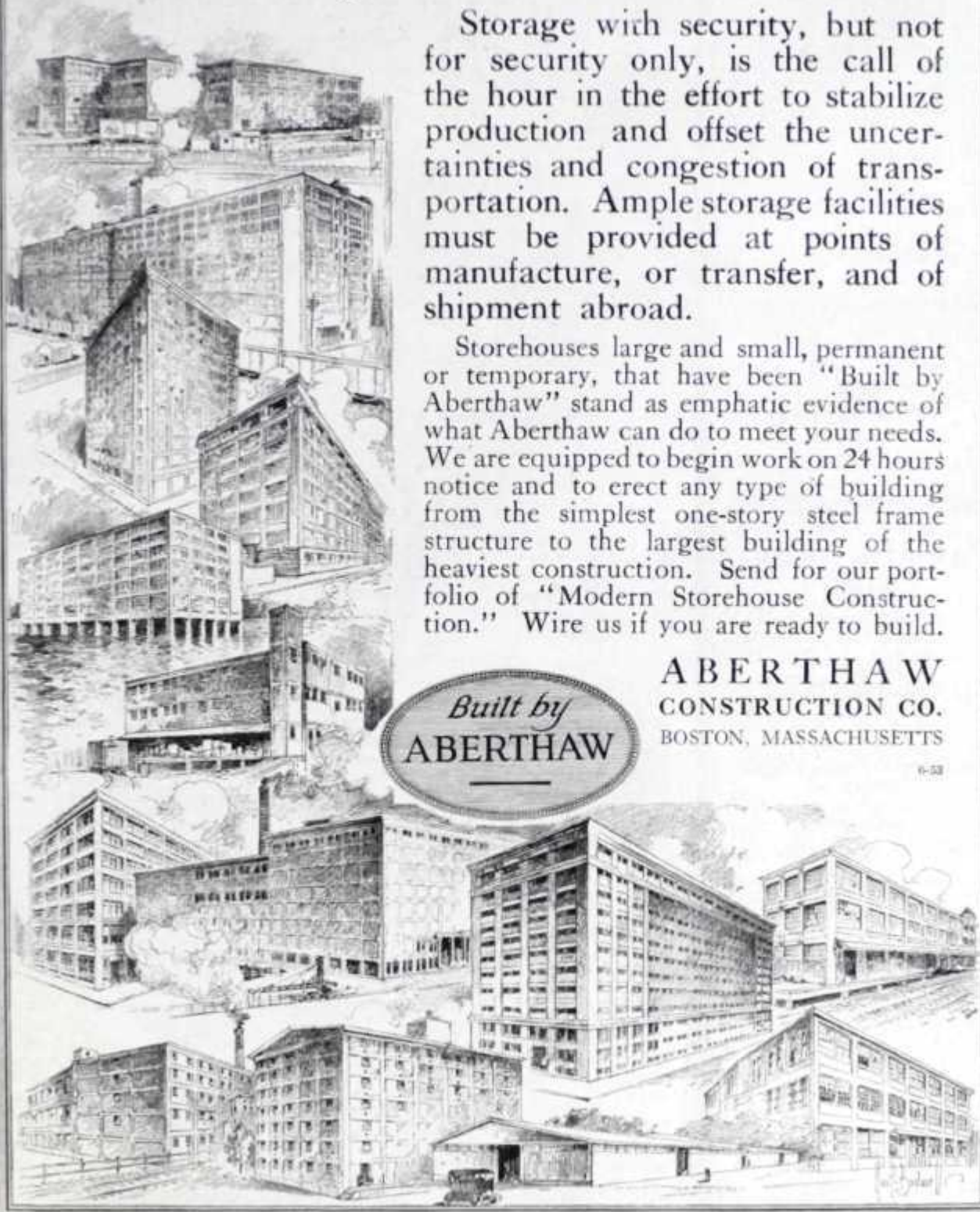
Storage with security, but not for security only, is the call of the hour in the effort to stabilize production and offset the uncertainties and congestion of transportation. Ample storage facilities must be provided at points of manufacture, or transfer, and of shipment abroad.

Storehouses large and small, permanent or temporary, that have been "Built by Aberthaw" stand as emphatic evidence of what Aberthaw can do to meet your needs. We are equipped to begin work on 24 hours notice and to erect any type of building from the simplest one-story steel frame structure to the largest building of the heaviest construction. Send for our portfolio of "Modern Storehouse Construction." Wire us if you are ready to build.

*Built by*  
**ABERTHAW**

**ABERTHAW**  
CONSTRUCTION CO.  
BOSTON, MASSACHUSETTS

6-52





# MERCURY TRACTORS



**For  
Industrial Haulage**

Save  
**Precious Labor**  
Reduce  
**Trucking Costs**  
Work  
**Without Waste**

Speed Up  
**Operation**  
Relieve  
**Congestion**  
Increase  
**Efficiency**

**The Trackless Train**

**Pays Its Way**

**Ask—**

**American Express Co.**

New York

**Erie Railroad Co.**

New York

**U. S. Radiator Corp.**

Detroit

**Libbey Glass Co.**

Toledo

**Continental Motor Corp.**

Detroit

**Armour & Company**

Chicago

and request details



From Dept. N

**Mercury**  
**Manufacturing Company**  
4118 So. Halsted Street  
**CHICAGO U. S. A.**

## City Troops Take a Food Salient

(Concluded from page 17)

belt, the work is from sun-up to sun-down. He follows a binder all day through the same pelting sun. He shocks the wheat as it falls from the machine. If a "header"—a machine which threshes the wheat in the field by clipping the heads off—is used, the job is throwing, with the help of another man, two-hundred pound sacks of grain into a wagon. But it was, to the city man, easier than the light work at that—after he got used to it.

Thus came the quick, unexpected thrust on the cereal salient in the first days of June. All along the line the Agricultural Expeditionary Force massed its reserves of shock troops and twilight squads. The super-tanks led the assault—great, giant tractor harvesters. These were followed by baby tanks, little two-man combines run by marvelous small tractors perfected by American engineering genius under pressure of war needs. Forward irresistibly moved the tide of battle straight through the warm barrage of the summer's sun. No wonder the cereal salient flattened out! As you read these lines the very last squads are wiping out the last traces of the salient upon the field lying beneath the dizzy blues of British Columbia.

Of course, the different sections of the country were confronted with different problems. In New Jersey, there was hay, corn, oats and "truck" or garden vegetables. In Atlanta, upon a call from the Chamber of Commerce, the city men helped hoe the cotton and corn. In Kentucky, Virginia and parts of North Carolina, it was tobacco to be tended and to be harvested later in the fall. But the city man, turned farm-hand, was ready when that latter call came, just as he was ready when the first call came. He is going about it in a businesslike way and with businesslike determination, just as he has gone about selling Liberty Bonds and War Savings and Thrift Stamps, just as he is going about working out all the other problems of this war business.

### Learning Each Other's Program

AND in the doing, the city man has learned something. So has the farmer. These two business men have come together for the first time in their lives for a good heart-to-heart talk. They are discussing the hows and the whys and the wherefores. They are learning each other's problems. The high cost of living, taxes, politics, public improvements, labor,—they find they are on common ground in all of them. Their problems are about the same.

Take for instance, labor. The bank manager likes a bath every day. He wants to change out of his sweaty clothes before supper. As a farm laborer he is the same person. He agitates the matter. Along comes the plumber who hears the argument and immediately sets up a temporary shower bath, using a tin-can with holes in the bottom, fastened to the end of the pipe leading from the tank under the wind-mill. A cloth is fastened around the tank legs to hide the bather from the outside world—and the problem is solved. Result: everybody takes a bath and changes before supper.

Then take the matter of amusement. The farmer knows the laborer likes it, and needs it. He is only a few miles out in the country. But the road is bad. It should be fixed. Then the farmer and his hands could go to town in the car on Saturday night. It would mean more money spent with the groceryman, the clothier, the butcher. Why not get that road fixed? The city man sees the point. And so

it goes, until each finds that there is a common interest—a community interest. They both see that all of these things that they are discussing mean as much to one as to the other. Why not help each other? Pull together, fight together, work together, play together, talk together. Why not in a given community do the things for which that community is best suited, for the good of the community, for the county for the state, for the country?

And thus, out of this call for farm hands a great spirit of cooperation has grown up. It has grown up, fundamentally, through necessity.

Shall we let this spirit of industrial fraternity die with the harvest? Shall we let this movement die there? Is it a movement just for the needs of today? The needs of war-time? Or for all time?

Already the Agricultural Department is laying plans for its future development. It is crystalized to a national organization. Soon agents of the Department will go out among the farmers, to organize them better than this year. Had the farmer known the great help the city man could give him during that one vital week of harvesting, he would have planted on a greater acreage. These department agents are building for the future. They are going to use every organization, national, state and local, of every description, or individuals where they find no organization, just as they used them in the call this year. Only now they are building an organization, to stand year after year. They are solving the problem of labor for the years to come for the harvest through organization, cooperation and community interest.

### The Chinese in France

FROM those who know very little of the Chinese, one frequently hears that the "Chinese works very hard for himself but very little for anyone else". The Chinese is one of the most faithful laborers the world produces. He has not only built up a reputation for himself abroad, but he has justified the courage, faith and enterprise of the individuals in China, who proposed the use of Chinese labor in France, and who have overseen it.

The suggestion of using Chinese labor in France first came from Lt. Col. Robertson, Military Attaché to the British Legation, who has sufficient experience in dealing with them in their own language to have faith in them. The first proposal was to use 15,000 men, nine thousand of whom were to be at Sir Eric Geddes' disposal, as an experimental force. It took four days or more to develop the system which has worked so smoothly, and has now placed more than 5 times the number of laborers in France originally called for. The men who have done the recruiting, drilling, etc., deserve much credit, both from China and Europe. The organizer and present director of the present Depot, Mr. G. S. Moss, of the British Consular Service, has assumed and discharged the burden of the work, which requires a knowledge of the Chinese language, both written and spoken. The management of the Depot has completely allayed the suspicions of the Chinese authorities and has won their approval and support. It is much credit to the staff that the native prejudices are now practically non-existent, except where they are revived by German misrepresentation. This staff is not only helping the Allies, but is also serving China by sending abroad many thousands of young men, who will return schooled, competent, and self-reliant.





## New York and the "Royal"

New York, big business, careful buying—they all go together.

The New York Life Insurance Company knew that typing in insurance forms required a typewriter possessing the accuracy of a perfected mechanism and a flexibility approaching as near as possible that of the human hand. Stiff working machines meant the loss of separate minutes aggregating thousands of lost hours annually.

This typical New York big business firm compared the work—then standardized on the "ROYAL".

Simplicity of design—the elimination of a thousand parts—gives the "ROYAL" a flexibility that makes it a time saver alike for correspondence, billing, form and card work.

*Compare the work* — you, too will find, the "ROYAL" the logical choice.

*Government demand for Royal Typewriters is so heavily taxing our facilities that in the event of our inability to meet your immediate requirements we know you will patiently accept this condition.*

**ROYAL TYPEWRITER COMPANY, INC.**

Royal Typewriter Building, 364-366 Broadway, N. Y.  
Branches and Agencies the World Over

# ROYAL

### *Representative users of the "Royal" in New York*

New York Life Insurance Co.  
American Smelting & Refining Co.  
W. R. Grace & Company  
Interborough Rapid Transit Co.  
American Tobacco Co.  
National City Bank of N. Y.  
New York Edison Company  
United States Steel Products Co.  
Guaranty Trust Co. of N. Y.  
Gaston, Williams & Wigmore  
American International Corp.  
National City Company  
P. Lorillard Co.  
New York Railways  
American Cigar Company  
Mergenthaler Linotype Co.  
Lehigh Valley R. R. Co.  
Rockefeller Foundation  
Bellas Hess & Co.  
Liberty National Bank  
Equitable Life Assurance Society

*"Compare the Work"*





## HUMAN NATURE

*it leads millions to*

**S. H. GREEN STAMPS**

Human nature, like a practical parent, appreciates the valuable and discards the worthless.

To economize and be thrifty was never more important than it is right now. All over the country men, women and children are selling Thrift and War Saving Stamps. Patriotism and Thrift is the appeal—Economy your reward.

Throughout the land millions of housewives demand and receive **S. H. Green Stamps** at thousands of progressive stores. In these tokens every collector finds a most practical and substantial aid to the family pocket book—an aid easily acquired and universally endorsed. The valuable **S. H. Green Stamps** and thrift are synonymous.

The desire to obtain full value on each purchase, plus an extra saving in **S. H. Green Stamps**, has made the Sperry System a symbol of Economy and Thrift throughout the land.

It is most logical, therefore, that human nature should lead millions to **S. H. Green Stamps**.

**The Sperry & Hutchinson Co.**  
2 West 45th St., New York City

## The Railroad Contract

(Continued from page 19)

the Commission in price, one sense now retires to the rear of the railway stage. In another sense it retains very important functions. The Commission will ascertain and certify to certain facts; what railway income actually was during the test period, whether certain claims are sustained by the evidence, whether improvements during the period can be regarded as normal or as war emergencies, and as to various physical and accounting aspects of the transfer of railway property to Federal control.

### A Trustee for the People

IT is perhaps in connection with rate regulation that the Commission retires farthest from its normal functions. True, it may hear complaints and make findings and orders under the Interstate Commerce Act; but—and this is a most important "but"—its findings must be made with due regard, first, to the fact that unified control has replaced the old system of competition, and secondly, to the virtually mandatory recommendation of the Director General as to the necessity for increased revenues. In fine, the Commission under the contract will occupy largely the position of a jury, expert adviser, and court of appeal combined, whom the Director General is specifically authorized to call upon for "advice, assistance, and co-operation." In the performance of all these duties the Interstate Commerce Commission, like the Director General himself, acts as trustee for the people, who are the final authority behind the contract, and whose interests in its provisions are paramount.

If the Commission is the jury on questions of fact, it follows that disputed questions of law will go to the courts, and as the contract provides.

**Railway Companies.** These organizations, created by railway stockholders to manage their properties and guard their interests, have for the time being relinquished all duties of management, and retain only the latter part of their usual functions, that of protecting the owners' interests. They will act for the security holders in all negotiations, their decision in the more important matters being subject to ratification by directors and stockholders. They will retain the nucleus of the organizations into whose hands the properties will eventually be returned. Each road will maintain what is virtually a lessor company's organization, consisting of president or chairman, one or more vice-presidents, a comptroller, legal counsel, and their respective staffs.

**Railway Bondholders.** This group enters indirectly into the negotiations. Their interest in the contract is a legal one, and their rights are for the most part protected by common and statute law, as well as by the express provisions of the Railroad Control Act and railway contract. Nothing shall be done to impair their rights or equities. Their stated interest payments will be met from the rental agreed upon in the contract, the latter providing specifically that certain deductions which the Director General is authorized to make from the rental shall not be made if interest payments are impaired thereby. As to the bondholders of a road that during the test period was unable to meet its regular interest obligations, they will presumably be protected under that clause of the control act, providing special compensation for special conditions, although the contract itself is silent on the subject.

**Railway Stockholders.** The stockholder's

interest in the contract is that of the final owner of railway property, in whom all equities reside that are not otherwise bartered or assigned to the government or to bondholders and mortgagees. His interest in the contract is clear and vital. He has leased his properties to Uncle Sam, has relinquished all rights to operation and management, and has retired for the time being to the same obscurity that surrounds an active business man who in an emergency turns a going business over to friends and withdraws to private contemplation. In return, railway stockholders are relieved of worry for the immediate future. They may not receive for the use of their equity more than a certain amount, written plainly into the contract, but on the other hand they need not worry that the amount may fall below that limit.

While the Control Act limits their dividends to the rate paid during the test period, the contract lays it down as the Director General's policy not to interrupt unnecessarily the payment of dividends at the regular rate. Stockholders are thus exempted from the risks of the business at the same time that they are cut off from the possibility of larger profits than in the past. Their position is stabilized.

### The Stockholder's Position

THE stockholders' interest in their properties, although dormant, is by no means dead. The future holds for them possibilities that run the whole gamut from government purchase and operation to the old system of private initiative and operation under governmental regulation. The whole structure of railroad credit rests on these possibilities, and it is beyond question that railway stockholders will scrutinize the results of Federal control, will watch the trend of public opinion as to a solution of the transportation question, will exercise their right, which is at once an obligation and an opportunity, to set forth their point of view.

Railway properties are under government management; railway companies are now lessor organizations, with only a contractual interest in their business. Uncle Sam, as railway lessee, is in the saddle. He has wide powers under the railway contract; a wise use of these powers will be helpful, not only in the prosecution of the war, but also in the readjustment after the conclusion of peace.

NOTHING has emphasized so strongly the necessity for close business organization as the industrial upheaval that war has brought. But for the organization that existed when the break came with Germany the government would have had the greatest difficulty in marshalling its industrial resources, and business itself would have been demoralized by the unusual strains imposed on it.

The government's demands have been met with unexpected dispatch and with unusual smoothness, due in large measure to the creation of industrial War Service Committees. In the formation of these committees business is combining its resources for service and is building an organization that will be invaluable to itself and to the country when the war is over.

Business men realize that the United States must be prepared for after the war. No one can foresee what problems will arise with the reestablishment of business on a peace basis, but all see that they can be met only if industries are organized to meet the situation through adoption of a united policy.



*It is very gratifying to us to be able to contribute, in the present crisis, the results of 60 years experience gained in the solution of fuel conservation problems.*

**FUEL WASTE IN THE POWER PLANT**  
 WRITE TO ASK FOR IT, AND WE'LL SEND YOU A COUPON TO  
 OUR NEAREST BRANCH OFFICE



Write any of the offices listed here for your copy; use the coupon below. To insure this pamphlet reaching the proper party give name of individual to whom it should be directed. If you want to see a John Manville representative so indicate on the coupon in three

Abrams  
 Albany  
 Alameda  
 Baltimore  
 Birmingham  
 Boston  
 Buffalo  
 Chicago  
 Cincinnati  
 Cleveland  
 Columbus  
 Dallas  
 Dayton  
 Denver  
 Des Moines  
 Detroit  
 Duluth  
 El Paso  
 Grand Rapids  
 Great Falls  
 Havana  
 Houston  
 Indianapolis  
 Kansas City  
 Los Angeles  
 Louisville  
 Memphis  
 Milwaukee  
 Minneapolis  
 Nashville  
 Newark  
 New Orleans  
 New York  
 Omaha  
 Philadelphia  
 Pittsburgh  
 Portland  
 Rochester  
 St. Louis  
 St. Paul  
 Sacramento  
 Salt Lake City  
 San Diego  
 San Francisco  
 Seattle  
 Stockton  
 Syracuse  
 Tacoma  
 Toledo  
 Tulsa  
 Washington  
 Wilkes-Barre  
 Yonkers

**Canada**  
 Hamilton  
 London  
 Montreal  
 Ottawa  
 Toronto  
 Vancouver  
 Winnipeg

**H. W. JOHNS-MANVILLE CO.**  
 New York City

In Eastern Branches  
 450 Grand St.  
 450 Grand St.  
 450 Grand St.

City \_\_\_\_\_

State \_\_\_\_\_

Use address nearest you (see list above)

Please send me gratis a copy of your booklet, "Fuel Waste in the Power Plant."

Name \_\_\_\_\_

Firm name \_\_\_\_\_

City address \_\_\_\_\_

Phone \_\_\_\_\_

State \_\_\_\_\_

If you desire to talk in person to a John Manville representative, check circle here. ☐

# IT tells how to save coal

*A real help sent free to  
Plant Owners & Operators*

**W**HAT question could be more pressing to those interested in a power plant or factory than that of next winter's coal supply? Particularly now, when the government has added further emphasis to the situation by its move to cut fuel waste through a plant questionnaire.

The booklet offered above, "Fuel Waste in the Power Plant," is designed to be of help in assuring coal supply, by suggesting, as it does, many simple and effective measures for the reduction of preventable waste, in the burning of coal and in the use of steam for power, heating or processing.

The pamphlet does not attempt to suggest radical and expensive equipment additions. It discusses plants as they are and indicates a score of individually small but collectively large losses

commonly overlooked in the operation of the power plant and factory.

A reading of this pamphlet will be reassuring to manufacturers or other plant interests in showing how inexpensively and often how readily, waste power, heat losses, wear and tear and frictional losses can be reduced. Its timeliness speaks for itself.

For sixty years we have been developing and advocating the use of coal and power saving materials and feel that we can serve the common good by sharing our experience with plant executives and engineers — particularly now when coal and power saving mean so much to everyone.

We will be glad to forward you a copy of "Fuel Waste in the Power Plant," if you will write our nearest branch.



# JOHNS-MANVILLE

## Service to fuel users



## All Food Objectives Carried

(Concluded from page 29)

than in 1917. Much of the sugar cane is devoted to syrup—the "long sweetening" of the South, rather than to sugar. This is especially true in Alabama, Mississippi, Florida and Georgia.

The hay crop is somewhat larger than in 1917 and a good one on the average,—although short in some sections. The great value of a large hay production is in making possible the participation in the livestock and dairy industries by those who are unable to raise their own feed for such purposes.

The cotton crop has fallen upon evil days. It suffered from long continued heat and fierce drought west of the Mississippi River and from boll weevils, red spiders, rust and shedding east of the river and there is no health in it in many sections. It is very good, however, generally in the Eastern Atlantic States, but on the whole there will be little or no top crop and the yield does not now promise to exceed that of last year to any extent. Where other products were raised, as was generally the case east of the Mississippi river, the decreased yield of cotton will not be so serious, and the extremely high prices will compensate to a large degree for the decreased peaches production.

### Peaches Always a Gamble

THERE was plenty of fruit and there is still, though peaches were a small crop and confined largely to a comparatively few states Georgia shipped some 8,000 cars, and the great production was matched by the intelligence and success displayed in marketing this large crop. Raising peaches as one's life-work, seems to be a gamble with fate compared with which buying stock on margins is a sane and dependable pursuit, and an immortal cinch for certainty.

There will be more apples than last year and probably more citrus fruits as both California and Florida groves are recovering from the disastrous freeze of last season.

So "taking it by and large," in sailor phrase, there will be abundance of all manner of food this year, even though war's effects and demands and the lack of proper distribution keeps it at unduly high prices.

The story of livestock is generally an encouraging one save in those dry Southwestern grazing ranges where it has been shipped out in great numbers because of an apparently interminable drought that destroyed all growing vegetation. The numbers of livestock on farms seem to be increasing, especially in the South, where in some states packing houses are being established to take care of the surplus products. Everywhere east of the great grazing ranges of the west, sheep are increasing in number on small farms, and are now seen to be a natural adjunct of farm life. They are also helping to restore the value of the cut-over former pine lands of Michigan and northern Wisconsin.

Dairying and poultry raising are increasing fast in all sections as the money making value of "Sis Cow" and the hen of high pedigree become better known.

The poor sections on the Condition Map are all due to the effects of devastating drought in agricultural sections.

### Full of Troubles, Also Orders

MANUFACTURING cannot get enough material nor enough help, nor enough cars, and consequently is full of trouble but also of orders and is very busy.

The same story is true of lumbering, ship building and of mining in general. There are

some phases of mining, in particular gold, lead and zinc, where increased cost of production is coupled with stationary or decreased prices of the products. The incredible thing has happened that a gold mine is not now necessarily a bonanza but may rather prove a deficit.

There are occasional cases of red in some of the stretches of yellow as in the oil districts of Oklahoma where business is good and where money is plentiful, and along the irrigated strip of the Rio Grande in extreme South Texas where crops are abundant.

The lack of practically all construction and development work is a heavy burden on the situation which is largely offset by Government demands. The labor situation is permeated by unrest and by general employment at high wages. This latter fact is the real prop of the domestic situation because it means an unusually widespread spending power among the many.

Preparation for next spring's planting go on constantly since recent rains have put the soil in shape for fall plowing. Unusually heavy sales for future shipment of "plow goods" and "steel goods"—the hardware parlance for hand agricultural implements—indicate a great acreage to be seeded to agricultural products in the coming spring.

### War Permeates Every Thought

THERE is no generalization that is either true or accurate as to how people are spending or how they are economizing, save that they are doing both largely and without the slightest regard to that host of advisers whose articles they never read. There are wide differences, even in neighboring localities, as to what thought shall be taken for the morrow. But in the main it is a common sense acceptance of a situation which cannot be avoided, of prompt and willing adjustment to ever changing conditions, and of a happy opportunism which takes advantage of passing opportunity. Meanwhile caution spreads slowly and commitments as to the future are largely avoided. Yet buying is free but mostly for staples and essentials. Underneath all and determining all is the pervading influence of war which permeates every thought and action. There is a growing realization that that great question must be settled first and then the future will take care of itself. It is the spirit of the people of Israel, who when beset by enemies on all sides, won their peace with the sword, "and the land had rest for forty years."

### The Fighting Horse

(Concluded from page 30)

look to this country to replenish that supply. Already the pinch is being felt. And so, as a business, it would seem that there would be no abatement in the demand, and where the demand is good there is a chance for good profit, and good commerce is bound to be built up.

But outside of this foreign demand, the most ardent motor enthusiast will agree that there are places where the horse will not be entirely displaced. It is on the small general farms. It is on the short hauls in the congested city. This is where the army type is most suitable and serviceable—on the farm, for trucking, and in sports. Cooperation is the means of breeding the best types. In the best types will be found the best domestic horse, the export horse that will bring the highest prices.



## Earn a Low Fire Insurance Rate



## Anchor Post Fences

"Your CHAIN LINK FENCE has been effective against trespassers, and has secured for our property a very low fire insurance rate."

Taylor & Crate.

**S**IMPLE yet forceful is the testimony cited above. It sets forth the essentials of Anchor Post Fence protection properly stressed—protection against trespassing and protection against fire.

## ANCHOR POST FENCES of Chain Link Woven Steel

are unclimbable and non-inflammable. The mesh of the wire is too close to admit of toe-hold climbing yet open enough to quickly "spot" trespassers in their maliciousness and fires in their incipency.

For effectiveness, structural strength and durability Anchor Post Fences are unsurpassed—that is the consensus of opinion of the U. S. Government and hundreds of other pleased users, many of whom we have served for upward of 12 years.

Ask for our Factory Fence Catalog

## ANCHOR POST IRON WORKS

167 Broadway, New York

Boston, Mass., 79 Milk St.

Atlanta, Ga., Empire Bldg.

Hartford, Conn., 902 Main St.

Cleveland, Ohio, Guardian Bldg.

Philadelphia, Pa., Real Estate Trust Bldg.





## Protecting *the* Air Fleet 34 Ways

### The Varnish on Airplanes Shall

1. Protect wood.
2. Protect doped linen.
3. Protect doped cotton.
4. Protect metal.
5. Be long oil varnish.
6. Resist air.
7. Resist light.
8. Resist water.
9. Resist natural gas.
10. Resist illuminating gas.
11. Have proper brushing qualities.
12. Have proper flowing qualities.
13. Have proper covering qualities.
14. Have suitable body.
15. Dry dust free rapidly.
16. Harden rapidly.
17. Be elastic.
18. Be clear.
19. Be transparent.
20. Be highest quality.
21. Match a fixed color solution.
22. Be durable.
23. Not flash below 95 degrees Fahrenheit.
24. Not whiten under water.
25. Not dull under water.
26. Not show defects under water.
27. Stand air test during application.
28. Stand air test during drying.
29. Meet a fixed setting test.
30. Meet a threefold drying test.
31. Meet a severe bending test.
32. Be inspected before shipment.
33. Be inspected at destination.
34. Prove durable under fixed test. Sherwin-Williams Air-Plane Rexpar meets all these requirements.



**S**UCCESS in fight or flight may depend directly on the varnish used. When wings are punctured the "dope" and Varnish must hold fabric against stretch or spread.

Airplanes to win must endure all extremes of temperature and climate. When a varnish is put on an airplane it must be able to endure the noonday's sun in the Mesopotamian Desert and Arctic nights on the Murman coast equally well and without the slightest impairment.

The U. S. Varnish requirements for airplanes are so exacting that only the best varnish can expect to meet them. Thirty-four tests must be met. These requirements include every test to which a varnish may be put in war, home or industry.

Air-Plane Rexpar Varnish has met these thirty-four tests and received a first order for 50,000 gallons.

Every gallon of Air-Plane Rexpar Varnish is equal in quality to every other gallon.

Air-Plane Rexpar will merit your approval just as it merited the approval of the United States government.

We can make immediate delivery of Air-Plane Rexpar Varnish in any possible quantity that you may require.

**The Sherwin-Williams Company**

802 Canal Road, Cleveland, Ohio

Branch Offices and Warehouses in all important cities

## SHERWIN-WILLIAMS PRODUCTS

### PAINTS AND VARNISHES

DYESTUFFS, COLORS, PIGMENTS, CHEMICALS, INSECTICIDES,  
DISINFECTANTS, WOOD PRESERVATIVES





## Money SAVED for Shippers

T.C. F. CO. Methods afford the time and money saving solution of all shipping problems from a package to a carload to any part of the world.

T.C. F. CO. Service eliminates unnecessary delay and insures the lowest rates combined with the greatest safety. T.C. F. CO. Service affords both the greatest savings to the large shipper and to the small shipper almost as low rates as those carload shippers enjoy.

*If interested in information which will Save You Delays, Damages and Dollars, write for Freight Forwarding Facts.*



## TRANS-CONTINENTAL FREIGHT COMPANY

WOOLWORTH BLDG., NEW YORK

General Office, 203 Dearborn St., Chicago

*Write the Nearest Office:*

BOSTON—Old South Bldg.  
BUFFALO—Ellicott Square

CINCINNATI—Union Trust Bldg.  
SEATTLE—Alaska Bldg.

LOS ANGELES—Van Noy Bldg.  
SAN FRANCISCO—Parker Bldg.



## A White List of Business Eooks

(Continued from page 34)

chapter XII, *Maps and Pins*, in "Graphic Methods for Presenting Facts," by Willard C. Brinton, published by Engineering Magazine Company, 1914, at \$4.00.

For maps not used for tacks, but in frequent use in an office, a convenient and inexpensive method is to put them on shade-rollers fastened to the under side of a high shelf.

Wall map, 49 x 76 inches, in 2 sheets, scale, 40 miles to the inch, without contour lines, unmounted, 60 cents. U. S. Geological Survey, Washington, D. C. State and county boundaries outlined in black on white ground. Railroads, county seats and principal towns. Especially good if you want to color or shade certain sections.

R. R. and county map of U. S., 52 x 76 inches, scale 40 miles to the inch. State and county boundaries in green. All railroads are given with name. Gives large number of cities and towns. Mounted, \$5.00 C. S. Hammond & Co., N. Y. Useful where full information is desired. Not as clear as some others.

### Base Maps and Tack Maps

POST route maps. Approximately 30 x 45 inches. Scale varies from 4 to 12 miles to the inch. Shows all towns and villages having postal facilities, steam and electric railroads. Clearly printed on heavy paper delicately colored, unmounted, 80 cents each (except a few large states). Corrected 4 times a year. Third Ass't Postmaster General, Finance Division, Wash., D. C.

Base maps of 33 states. Size varies. Scale 8 miles to the inch. Black and white. Steam and electric railroads. Unmounted. Price 10 cents to 45 cents. U. S. Geological Survey, Wash., D. C. The only series of state maps on same scale. States needed can be mounted together as desired. Exceedingly clear uncolored maps. All states east of the Mississippi except Maine and Florida have been published. List sent on request.

Maps and tack maps, 21 x 28 inches, scale varies. Counties in contrasting colors. Railroads and all cities. Relative size of towns shown by size of type. Indexed pocket edition 25 cents. Mounted on map tack board \$1.25. Four larger states \$2.50. Rand McNally & Co., N. Y.

### For Commercial Travelers

LEAHY'S Hotel Guide and R. R. Distance Maps of America 9½ x 13½ inches. Railroad connections, mileage between towns. Population and hotels are listed for each town. \$5.00. Pocket edition of each state, 25 cents. Dartnell Sales Service, Transportation Bldg., Chicago, Ill.

Blum's Commercial Traveler's Atlas. Maps 18 x 22 inches. Mileage and steam and electric connections between towns. Type grades towns into 3 classes by population. Lists hotels, railroads and industries for each town. \$15.00. Pocket maps of separate states, 9 x 12½ inches, same information, 25 cents each. (In several cases 2 or 3 states are on one map). Blum's Commercial Map Publishing Co., 3-7 W. 29th St., N. Y.

U. S. map with size of states based on population. Small desk or pocket map. State names only information given. Designed and for sale by O. A. Owens, 119 W. 40th St., N. Y. C., \$1.00 a dozen. Useful in laying out salesmen's territory or to visualize dealer or agent distribution, etc. Outline map of U. S., 15½ x 8½ inches. Shows cities above 25,000 population in four grades by different marking. All other information omitted to make very





## “Ah, you Americans— what a genius for organization!”

So exclaimed a recent French visitor to this country.

Many such visitors who have seen America's packing industry at close range have expressed the opinion that it represents this American knack at its best.

If this is true, then nowhere in the packing industry is this compliment better deserved than in the machinery the packer has developed to distribute fresh meats to large consuming centers.

\* \* \*

Consider the size of the job.

On the one hand, hundreds of thickly-populated centers—huge cities like New York and Boston, widely-separated cities like Bangor, Tampa and Seattle—spread over America's long distances from Maine to California.

On the other hand the packer in the West, situated there because our finest meat producing animals are produced in the fertile plains of the Western states.

And now picture the job: a task of supplying each of the population centers with meat products *highly perishable*—in the kinds and quantities demanded, at the time needed, and always in perfect condition.

\* \* \*

Swift & Company, to perform this task with the greatest efficiency and at a minimum of expense to the consumer, has developed a nation-wide chain of branch supply houses.

There are nearly four hundred of these houses in all—one or more in practically every important consuming center in the United States.

Each house is equipped with a modern system of refrigeration, so that meat can be kept fresh and sweet in the interval between its arrival by refrigerator car and delivery to the retailer.

The operation of these houses requires nearly nine thousand trained employees; eleven hundred horses; one thousand wagons; and four hundred motor trucks. Nearly seven thousand Swift refrigerator cars are needed to keep the houses regularly stocked with fresh meat and meat products.

Each house is in charge of an experienced manager—a man who has devoted years to the study of the intricacies of meat supply. There are few businesses that require a greater degree of specialized knowledge and personal interest.

\* \* \*

One hundred and sixty-five thousand retail meat shops, upon which millions of people depend for their daily supply of fresh meat, rely on this vast branch house system to keep them regularly and adequately stocked at all times.

In this perfection of organization, reached only after thirty years of hard work, developed from a handful to over forty-eight thousand interested employees, Swift & Company take a justifiable pride. It is not merely a business achievement, but a real vital service to the American people.

## Swift & Company, U. S. A.

A nation-wide organization owned by more than 22,000 stockholders





*The nation's business demands*  
**Accurate Time Recorders**

**N**O industry can contribute its full share to this war if it does not rigidly measure, calculate, and economize *Time*. Time is more than money. It is of the very stuff of victory. It is guns, shells, airplanes, coal, ships. It is every industrial weapon with which we fight this war.

A thing so vital must be measured only by absolutely accurate machines. The alternative to that is waste.

Kasten Time Stamps and Time Recorders and Watchman's clock for guarding the factory fill that need. More than ever they are a timepiece for business, a watch-dog for the pay-roll, an identifier and marker of mail, a calculator of elapsed time, a check on sloth, and an automatic memorandum adaptable to every precious hour of the twenty-four. More than ever the nation's business finds them indispensable.

Catalogue on request of course.



**HENRY KASTENS**

418-20 W. 27th Street, NEW YORK

KASTEN  
TIME  
DATING  
STAMP

KASTEN  
WATCHMAN'S  
PORTABLE  
CLOCK



**\$1.10 <sup>SAVED</sup> 000**  
 IN HANDLING  
**2,750,000,000**

POSTAGE STAMPS *through*



SEALS - STAMPS AND COUNTS  
 250 ENVELOPES PER MINUTE

**80% CHEAPER  
 than by any  
 other method**

**MAN  
 POWER  
 SAVED**

Let Us Show **YOU** How To Save Money



Write for Catalog No. 4  
 39 So. La Salle St., Chicago

clear and black and white map, 30 cents. C. S. Hammond & Company, N. Y.

Maps are published for almost all larger cities. Indexed maps save time. From local stationers or often from publisher of city directory. General map publishers and dealers sell those of more important cities.

Topographic maps. Sheet 16 1/2 x 20 inches, scale one mile to the inch. Unmounted, 10 cents per sheet. Published by U. S. Geologic Survey, Wash., D. C. Index map for any state showing location of all sheets, sent on request. Maps for two-fifths of the U. S. have been published. Sheets covering your county mounted together make a very accurate and useful map. All roads, towns, railroads, political boundaries and height of land.

Real Estate atlases, published at rather long intervals for cities and counties, give detailed information on width of streets, elevation of street corners, house numbers, dimensions of properties, shape and character of buildings. Prices range from \$15 to \$25.

Insurance atlases are similar to real estate atlases, but give more information and are corrected by publishers. Price about \$100.

Gray's new railway system map of the U. S., Dominion of Canada and Mexico, 1916. 47 x 68 inches. Railroads shown in individual colors with names of principal stations and junction points. Mounted on roller. \$25. C. P. Gray, 6 Church St., N. Y.

Freight classification map of U. S., 24 x 35 inches. Shows by color classification territories, railroads with names. Explanatory guide. Unmounted. \$2. C. S. Hammond & Co., N. Y.

Official Automobile blue books. Cover entire U. S. and southern Canada in eleven volumes. Tell how to drive to any point. Every motor road complete. Directions at every fork and turn, with mileages. All points of local or historical interest, state motor laws, hotel and garage accommodations, ferry and steamship schedules and rates. \$3 per volume. Automobile Blue Book Publishing Co., N. Y.

**Atlases for Business Office**

**C**OMMERCIAL atlas of America. Issued annually. Very satisfactory for general business use. \$20. Rand, McNally & Co.

Mercantile marine atlas of the world. London. For the exporter. Charts 30 x 20 inches. Steamer routes, distances between ports. Inset maps show harbor accommodation depth of water, etc. \$20. Geo. Philip & Son.

**A New Foreign Trade Insurance**

(Continued from page 32)

world would know that, in dealing with an American firm, he had access to an impartial adjustment of any difference that might arise in the interpretation or fulfillment of any contract. And that would have something approaching the effect of a national guaranty back of all American trade. The example of such a blanket offer to arbitrate all commercial differences would doubtless hasten greatly the working out of a world-wide system of commercial arbitration treaties, in addition to creating and giving stability to a maximum good-will towards American trade.

Approaching the matter through making the agreement to arbitrate a condition of export licenses would throw the proposal into the form of an agreement between the individual exporter and the government—and private default of such an agreement might be expected to be rare. Not only would such a system afford speedy justice in the settlement of disputes after they had arisen, but the existence of such an agreement with the government



would go far towards removing the causes of disputes by generating greater caution on the part of exporters. No exporter would court the handicap to his reputation that a too frequent hailing into arbitration proceedings would involve. It would have the ultimate effect of setting higher standards of foreign trade ethics, and would center attention increasingly upon existing standards. Default of the arbitration agreement, or even the too frequent necessity for its application to an exporter's practices, would in time come to be regarded in commercial circles as a sort of business treason—since it would be evidence of playing fast and loose with that general fund of confidence in American trade practices which underlies the success of the whole foreign trade of the nation.

#### A Case in Point

THE simplicity of the form of arbitration here suggested would, of course, need progressive elaboration. As I have already suggested the Chamber of Commerce of the United States and other organizations have done, and are doing, invaluable work in the detailed development of methods and machinery for commercial arbitration. The agreement between the Chamber of Commerce of Buenos Aires and the Chamber of Commerce of the United States is a good example, including as it does a standard clause of agreement to arbitrate to be included in all contracts together with provisions as to the place of arbitration, the selection of arbitrators for specific cases, the selection of arbitrators when the parties concerned fail to act in time, standing committees of arbitration that shall in each country concerned have general powers of supervision and administration in connection with arbitrations, the maintenance of official lists of arbitrators in each country.

From such work already done and from the men and organizations behind it great help can come in the further development of commercial arbitration in the event of its being made compulsory through government requirement.

#### Using National Prestige

THIS is not a matter which need be left to the initiative of the government alone, as though business had but a reluctant interest in it. It might well come as a request from business itself that the government proceed to make this agreement to arbitrate compulsory upon all American exporters, since it means inevitably a broadening confidence in all American trade upon which a better foreign trade can be built.

It is interesting to note also that such a policy—aside from being a basically sound business policy of enlightened self-interest—will help materially in eliminating certain tendencies and effects of foreign trade and investment which liberal and radical publicists brand as disturbing to the world's peace. It is said, for instance, that certain foreign investors and traders in backward countries have had a way of identifying their private interests with the prestige of their home governments and that they have, now and then, maneuvered their governments into using the threat of military action, if not military action itself, to protect property and sustain prestige. It is contended that in many such cases the "prestige" at stake is an artificial prestige that does not involve the real honor of the nation; that in the final analysis it means turning foreign offices and even armies into insurance companies and collection agencies for private investments and debts. Of course the foreign investor might be expected to be a more frequent source of friction, in such cases

# LAPIDOLITH

TRADE MARK

DO

You know that even the best concrete floor can be improved? Thousands of Architects, Engineers and Constructors know it and they

**NOW**

Specify Lapidolith for new concrete floors to make sure that they are dustproof and wearproof.

And they use it on old concrete floors which were originally laid before Lapidolith came into general use.

The action of the liquid chemical, Lapidolith, makes the superiority of concrete floors over wooden floors complete. Applied by unskilled labor at nominal expense.

Used for years in leading plants. We will refer you to those in your neighborhood.

Send for samples and full information.

**L. SONNEBORN SONS, Inc.**

264 PEARL STREET, NEW YORK

DEPT. 4

FOR ALL CONCRETE FLOORS



## The Fourth Liberty Loan and its Obligations

The offering by the United States Government of the Fourth Liberty Loan brings a solemn obligation to every American citizen and every American enterprise.

That obligation is to subscribe to the Loan to the limit of one's power and to aid the Loan by the rendering of every possible service.

For the period of the Loan Campaign, The National City Company will devote, as heretofore, the larger part of its organization throughout the United States to the Government service. We shall be glad to receive your subscription at any of our offices.

## The National City Company

National City Bank Building, New York  
Correspondent Offices in 30 Cities  
Bonds Short Term Notes Acceptances

**LE PAGE'S**  
CHINA  
CEMENT  
STANDS HOT AND COLD WATER

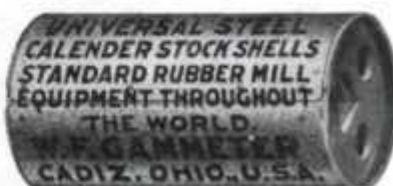
## The B/L Collection Bank of Chicago



This bank is particularly well equipped to serve manufacturers, jobbers, wholesalers, and dealers located in States West of Pennsylvania to the Pacific Coast. We offer the facilities of a Chicago checking account with or without a line of credit. Our Collection Department is a special feature of this service. We make a specialty of handling Bill of Lading collection items. Correspondence invited.

**Union Trust Company**  
CHICAGO

One of Chicago's old conservative banks doing strictly a commercial business. Established 1868





# DURAND STEEL RACKS



**FOR** the storage of materials, parts of all kinds, supplies, tools, etc., Durand Steel Racks are an indispensable adjunct to any factory equipment.

They are strong, neat in appearance, convenient, durable and fireproof. It takes but a few moments and no tools to respace the shelving to take care of varying quantities of stock.

*We are makers of Steel Racks, Bins, Counters, etc., for every kind of merchandise; also Durand Steel Lockers for every need. Write for catalogue.*

## DURAND STEEL LOCKER CO.

1511 Ft. Dearborn Bk. Bldg.  
Chicago

911 Vanderbilt Bldg.  
New York

## Foreign Exchange Department LETTERS OF CREDIT NEGOTIATED

Arrangements can be made for the importation of merchandise through the use of dollar acceptances.

**Capital and Surplus, \$2,250,000**

### OFFICES

Market and Fulton  
81-83 Fulton St.  
New York

Eighth Street  
B'way and 8th St.  
New York

Aetna  
92 West Broadway  
New York

Flatbush  
839 Flatbush Avenue  
Brooklyn

New Utrecht  
New Utrecht Ave. &  
54th St. Brooklyn

Long Island City  
Bridge Plaza  
Long Island City

## Irving Trust Company

Frederic G. Lee, Pres.  
WOOLWORTH BUILDING  
NEW YORK

than the foreign trader, since the investor's stake is more fixed and lasting. The trader can shift his field of operation more easily.

Clearly, the institution of compulsory commercial arbitration would catch disputes and difficulties before they became involved in the political questions of diplomatic prestige and its military support, and would thereby greatly reduce the chance of international friction growing out of this field.

### Possibilities of Friction

**BUT** in the general field of foreign trade with all countries—not the backward countries only—there will be, especially after the war, innumerable possibilities of friction which will affect seriously the harmony of international relations as a whole. Foreign trade will be played upon by many conflicting interests and tendencies in every nation. For instance, the need for profitable markets out of which to pay war debts and the expenses of reconstruction will demand an increasing interchange of goods and consequently a greater interdependence among the nations; but at the same time the inevitable desire of every nation to become as self-sufficient as possible—as a safety first measure against a possible next war—will make for the least possible dependence upon other nations.

It will be difficult at best to maintain international harmony in a situation with so many conflicting interests pulling in exactly opposite directions—each interest having behind it the

compelling instinct of self-preservation. But international harmony is as essential to the healthy development of trade as to the world's peace. It is therefore the part of enlightened self-interest, apart from any broader and more disinterested motive, for business men to advocate and help create every policy and every bit of administrative machinery that will help insure, in the first place, the utmost fairness in all foreign business transactions by American exporters and, in the second place, a quick and just settlement of differences when they arise.

### What the Export License Can Mean

**TO** sum up:—If American business men can help bring it about that every export license shall be granted only upon condition that the exporter include in all his contracts an offer to arbitrate and abide by the findings, they will help create throughout the world that confidence which is the best and most enduring foundation for American foreign trade, the conviction that every American contract means on the face of it complete reliability and the speedy settlement through impartial arbitration of all differences that may arise. And beyond that American business men will have the satisfaction of knowing that they have helped remove one of the fundamental sources of international ill-will which threatens peace, invokes war, and as has been already said, shakes the foundations of sound and healthy business.

## The Revenue Bill for 1918

(Continued from page 21)

### Small Corporations

**SUCH** computations indicate, in the Treasury's opinion, that smaller corporations which have done moderately well in normal times will disproportionately feel the effects of the excess-profits method, and consequently that the present rates should not be raised. To a certain extent the House committee agreed with this point of view, for although it raised the rates it at the same time declared no corporation with earnings less than \$100,000 and capital under \$50,000 should have more than 40 per cent of its earnings taken in profits taxes, and no more than 35 per cent if it had capital below \$25,000.

### Invested Capital

**THE** definition of invested capital, which has a fundamental place in computation of taxes on excess or war profits, continues much as it was but with some modifications which will prove important in practice. Borrowed capital is still excluded, generally speaking, but there are several ways in which account may be taken of it. For example, if such a portion of a corporation's capital is borrowed that its "invested" capital places it at a disadvantage with other concerns in the same sort of business, it may be given "constructive" capital, which will place it on an equality. "Constructive" capital may be used to prevent inequitable hardships in some other circumstances, too.

### Business Tax

**WHEN** a corporation has figured its taxes on income, on excess or war profits, and on capital stock, it has not quite completed its task, for it has to pay a small tax of \$10 or \$25 which is to be levied on every corporation and individual that engages in trade, business, or the professions.

and the Treasury Department. It was the contention of the department that as its experience with the present excess-profits tax indicated it bore more heavily upon small businesses than large, the existing rates should not be increased, for the reason that the increases would bear upon the smaller concerns which will most often pay by the excess profits method. Taking the actual taxes paid this year by approximately 8,000 corporations, the department showed that of the corporations with invested capital of \$5,000,000 or more 85 per cent paid less than 12½ per cent of their net income in excess-profits taxes whereas 58 per cent of the smaller size, with capital under \$20,000, paid in such taxes 30 per cent or more of their net income and 31 per cent of them over 40 per cent.

Under the plan now before Congress the excess-profits method will be used only by corporations which in the pre-war period had earnings well in excess of 10 per cent and do not now have them considerably enlarged. For example, a corporation with invested capital of \$100,000, pre-war earnings of 10 per cent and current earnings of 15 per cent would pay tax by the war-profits method, since this method would yield \$1,600 whereas the excess-profits method would produce only \$1,400. If pre-war earnings had been 14 per cent and current earnings were 16 per cent however, the excess-profits method would apply, realizing \$1,900 against nothing from the war-profits method; for such a corporation, with pre-war earnings of 14 per cent excess-profits method would be used for current earnings as high as 34 per cent, from which the excess-profits method would take \$13,700 and the war-profits method \$13,600; but when current earnings reached 36 per cent the war-profits method produced the greater revenue for the government by \$80.



## Special Business Taxes

THE business tax is the last of the series applicable to all corporations or individuals. The remainder of the bill interests only groups of enterprises, as manufacturers or merchants, or as purchasers of certain articles or facilities. For example, not only the manufacturers of cigars but the makers of candy, electric fans, photographs, and bathing suits, refiners of gasoline, and dealers in statuary and pictures will pay taxes upon the articles they sell. At the same time retail merchants are to collect a tax from a man to whom they sell a waistcoat for more than \$5, from a woman to whom they sell a hat for more than \$15, and for the other articles listed in twenty-three groups, as follows:

	Over
Carpets, etc.	\$ 5.00 a yard
Picture frames	10.00
Trunks	50.00
Valises, etc.	25.00
Purses, shopping bags, etc.	7.50
Portable lighting fixtures, lamps, etc.	25.00
Umbrellas and parasols	4.00
Fans	1.00
House jackets, bath robes, etc.	7.50
Men's waistcoats	5.00
Men's suits and overcoats	50.00
Women's suits, cloaks, etc.	50.00
Women's hats	15.00
Men's hats	5.00
Men's caps	2.00
Shoes, slippers, etc.	10.00
Men's neckwear	2.00
Men's silk hose	1.00
Women's silk hose	2.00
Men's shirts	3.00
Perfumes, nightgowns, and underwear	5.00
Kimonoes, petticoats, and waists	15.00

In each instance a tax of 20 per cent is to be paid upon the excess in price over the figures indicated. In other words, a man who pays \$60 for a suit of clothes will pay a tax of \$2. In France he would not get off so easily, as he would pay 10 per cent on the whole price, or a tax of \$6. In some other respects, too, the bill deals easily with articles it places in the category of luxuries or extravagances. For example, furs of the costly silver fox are taxed, but the pelt of the common red fox would be a tax-free adornment. Similarly, brass pipes would escape contribution to the public revenues, but meerschauim pipes, possibly because of their putative German origin, pay 10 per cent.

The power in taxation to destroy is consciously proposed. Blind tigers and similar institutions which dispense intoxicating liquors contrary to local law are to be assessed \$1,000 a year, and warned that federal officials will see they pay their fee. Bowie knives, brass knuckles, and other professional implements used by thugs are to pay 100 per cent of their value in taxes. Speculators in theatre tickets will find a discriminatory tax levied at them. These are merely indications of the variety of interests the federal tax-gatherer will have in the coming year. He will not only have to look to moonshiners and evaders of income tax, but will have the soda fountains of the country to supervise (as each consumer of ice cream or soft drinks at such a place will contribute 2 cents on each 10), the photograph galleries to keep under his eye, and all the dressmakers of the land to add to his list of acquaintances. The new bill contemplates intense activity on the part of the tax collector: for it expressly admonishes federal agents to proceed through every part of the country and search out the delinquents. It is small wonder that the Bureau of Internal Revenue contemplates expanding its present force of 9,000 employees to 12,000.

(Concluded on page 50)

## Complete Engineering Service



MALLEABLE IRON FOUNDRY



TANNERY



ROLLING MILL

An industrial plant built to suit your particular conditions

*in minimum time  
at minimum cost*

is what you get when you employ our industrial engineering service.

If you are thinking of building, and want the one best plant for your purpose, write for our booklet "A Better Way to Build Your New Plant."

**FRANK D. CHASE,**  
INCORPORATED  
**INDUSTRIAL ENGINEERS**

CHICAGO: PEOPLES GAS BUILDING. WHITEHALL BUILDING: NEW YORK.

## THE WARRING WORLD WANTS OIL

"He who adds a single barrel to the world's daily production strengthens the arm of Democracy against the Powers of Vandalism and Oppression"



We MAKE the machines that DRILL the wells that PRODUCE the oil that the WORLD needs

**OIL WELL SUPPLY CO.**  
Main Offices—PITTSBURGH, U. S. A.

New York Los Angeles San Francisco Tampico London





Agricultural reports show that the middle west country, with its bountiful crops of corn, wheat and oats, is today the bread basket of the world.

#### OMAHA

is the natural marketing and distributing point for this great food-producing country—on the principal railroads and highways; favorable freight rates, splendid office, storage and banking facilities.

#### Open an Office in Omaha

You who are preparing for the economic changes now and after the war should "zone" Omaha's territory and open an office or a factory branch in this city.

Authentic information on Omaha and territory furnished free on request. Exhaustive survey just completed. Write to

**Bureau of Publicity—Room B  
Omaha Chamber of Commerce  
OMAHA**

## Account for Every LABOR MINUTE

HERE is the one logical method of keeping an accurate account of when you received and when you sent out letters, orders, contracts, etc. It will avoid all disputes, as it records every minute of the day or night.

### FOLLETT'S

New Model

#### Time Stamp

Absolutely automatic, requires no attention and is the only POSITIVELY ACCURATE register on the market. Write for full information and for our latest catalogue

**Follett Time Recording Co.**  
5 West Broadway, New York City  
Manufacturers of TIME  
STAMPS & TIME RECORDERS



#### Estimated Revenues

IN the \$8,182,000,000 expected from the bill the more important amounts by sources are:

Individual normal tax on incomes	\$414,000,000
Individual surtaxes on incomes	1,068,000,000
Corporation income tax at 12 per cent	480,000,000
Corporation income tax at 18 per cent	414,000,000
Corporation excess and war-profits taxes	3,200,000,000
Estate tax	80,000,000
Freight transportation	75,000,000
Express transportation	20,000,000
Passenger transportation	60,000,000
Pullman accommodations	5,000,000
Telegraph and telephone messages	16,000,000
Insurance	12,000,000
Distilled spirits	806,000,000
Fermented liquors	240,000,000
Wines, etc.	20,000,000
Cereal beverages	24,000,000
Soft drinks, ice cream, etc., at soda fountains	37,000,000
Tobacco	341,000,000
Admission and dues	100,000,000
Taxes on automobiles, pianos, jewelry, sporting goods, proprietary medicines, etc.	517,000,000
Taxes on brokers, theatres, tobacco manufacturers, users of automobiles, corporations capital stock, luxuries at retail, etc.	165,000,000

#### Water Power Bill

THE water-power bill passed the House on September 5, and is now ready for the final struggle in conference. The main controversy in the House was over the provisions of the bill for the terms under which a company which developed a water power would be compensated at the end of its license. The recommendation of the House committee eventually prevailed, that the net investment should determine the compensation.

While the water-power bill was pending the House Committee on Interstate and Foreign Commerce was holding hearings on a bill which is advocated by the War Industries Board and which would appropriate \$200,000,000 to enable the government to develop power, hydro-electric or otherwise, to meet the needs of war industries. An industrial survey is being made, and the conclusions placed before the committee. It is estimated, for example, that the district around Philadelphia will require 120,000 additional horsepower, the Pittsburgh

district 440,000 horsepower, the Baltimore district 167,000 horsepower from new sources, the New England states 75,000, Southern states 135,000, the Middle West 250,000, and the Pacific coast 1,333,000.

#### Our Christmas Toys

IN the decision of the Council of National Defense to modify its attitude towards Christmas buying the country is given another striking illustration of the danger of attempting by edict to remould an economic situation without the fullest information and the most careful planning and preparation. After the Council had been presented with information showing that its policy threatened retailers with great financial loss it agreed to discontinue its campaign against Christmas giving. The retailers in return agreed voluntarily to observe regulations designed to prevent the sale of goods ordinarily purchased as Christmas gifts from interfering in any way with the government's war program.

The original announcement by the Council gave rise to widespread consternation on the part of manufacturers, jobbers and retailers. The chief argument made was that the announcement came too late. Since the goods in the main had been manufactured and in the large part transported to jobbers and retailers, merchants found themselves facing considerable losses through having to carry the goods on their shelves with grave doubts whether they would be marketable subsequently.

So much appeared at stake that the Chamber of Commerce of the United States undertook to interest itself in the subject to the extent of bringing together those business elements most vitally affected and obtaining for them if possible a hearing before the Council. After facts and figures had been collected a hearing was asked and given.

Members of the Council were given a true picture of the situation and before the conference was over indicated that they were ready to change their announced policy. In return for this concession on their part they asked if the retailers would be willing to abide by regulations which they outlined. The retailers in response not only acquiesced, but went the Council one better and presented resolutions previously drawn up which offered even more stringent regulations for adoption.

The selling of toys is only a part of the Christmas trade, but consideration of the toy dealers' case at the conference furnished an interesting incident which makes too good a story to withhold from publication.

The toy men took with them to the conference samples of mechanical toys developed by American manufacturers since the toy industry in this country began to take on its recent growth. The toys were brought out and immediately cabinet members and retailers alike became as absorbed as would have that many boys if turned loose in a toy shop. One member of the cabinet, who made a success in the industrial field before he became a government official, lost himself in an inspection of a stationary engine.

"You know as a boy I first got interested in mechanics by operating an engine similar to this which my father gave to me as a Christmas present."

Meanwhile the Secretary of the Navy had picked out a mechanical submarine, a toy that would delight the heart of any boy at Christmas-time, and was putting it through its paces.

"After all," he said, "we are still only boys." And America's boys of today, who some day will be industrial leaders and cabinet members, will get their toys this year as in former years.

#### A REVISED NEW EDITION OF

## Money and Investments

By MONTGOMERY ROLLINS

A standard Reference Book, in daily use by thousands of Bankers and Investors as a guide in buying securities

This work, written in simple language, goes to the fundamental principles of money and its uses. It shows how best to safeguard investments and makes plain the distinction between the various classes of Bonds, Stocks and Notes.

#### A BOOK FOR EVERY INVESTOR

12mo. Red Cloth. 494 pages. At Bookstores, or from the publishers postpaid on receipt of price

\$2.50

**The Financial Publishing Co.**

Controlling the Publications of  
Montgomery Rollins

Headquarters in America for all Books upon Finance  
17 Joy Street, Dept. 4, Boston, Mass.



Can We  
Help You  
Help Your  
Country?



Can We  
Help You  
Help Your  
Country?

You will conserve tin by using  
**New Process  
Solder**

**N**EW Process Solder not alone costs less per pound but less per piece of perfect finished work. New Process Solder is used by the largest and more particular consumers of solder.

New Process Solder is manufactured solely by

**MARKS LISSBERGER & SON, Inc.**

LONG ISLAND CITY

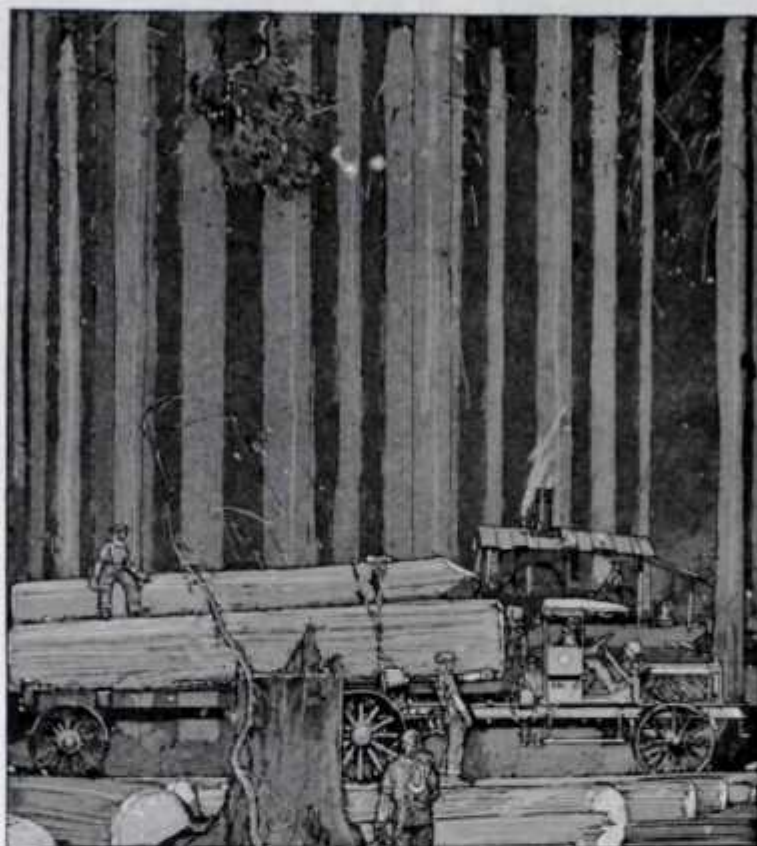
NEW YORK



**N. B.** We will gladly give you the benefit of our many decades of experience on White Metal Alloys you are interested in.







Speeding up Spruce production for the "Eyes" of the Army

# WHITE TRUCKS



USERS of White Trucks are finding out in these days what it means to have *reserve* performance so tenaciously embodied in a truck that it can be drawn upon indefinitely without impairment.

*White Trucks have the stamina*

THE WHITE COMPANY  
CLEVELAND



# Now *the* Gasoline Locomotive

## • A NEW PROOF OF • LONG COOLING EFFICIENCY

In this most modern product of Automotive Engineering—the gasoline locomotive—bringing increased facility to the handling of materials in large industrial operations, we again find Long Cooling Systems performing their function with utmost efficiency. The important service of keeping the engine properly cooled—that not only gasoline locomotives but America's busy trucks and tractors may be maintained in maximum productive operation—calls for more than the common radiator.

Each Long Cooling System is especially designed for the motor with which it is to be used. Each step in creating the design is taken in cooperation between our Engineering Department and that of the manufacturer. The result is the highest efficiency at lowest possible cost.

Long Cooling Systems are specified by the leading engineers in the Automotive Industry.

**LONG MANUFACTURING COMPANY**  
DETROIT, MICH.

*Pioneer Makers of Cooling Systems for Gasoline Engines*  
Long Spiral Tubing is the most efficient, durable and dependable for Motor Trucks and Tractors—annual capacity thirty million feet.

**KEEP THE ENGINE COOL!**



# LONG

## COOLING SYSTEMS

The Recognized Standard for Tractors, Trucks and Motor Cars.

Made in more than 60 different Designs adapted to every type of Motor Vehicle





You are  
right —  
we cannot all go  
but we can buy

# More Liberty Bonds